



COMHAIRLE CONTAE AN CHLÁIR
CLARE COUNTY COUNCIL



ANNUAL SERVICE DELIVERY PLAN 2024



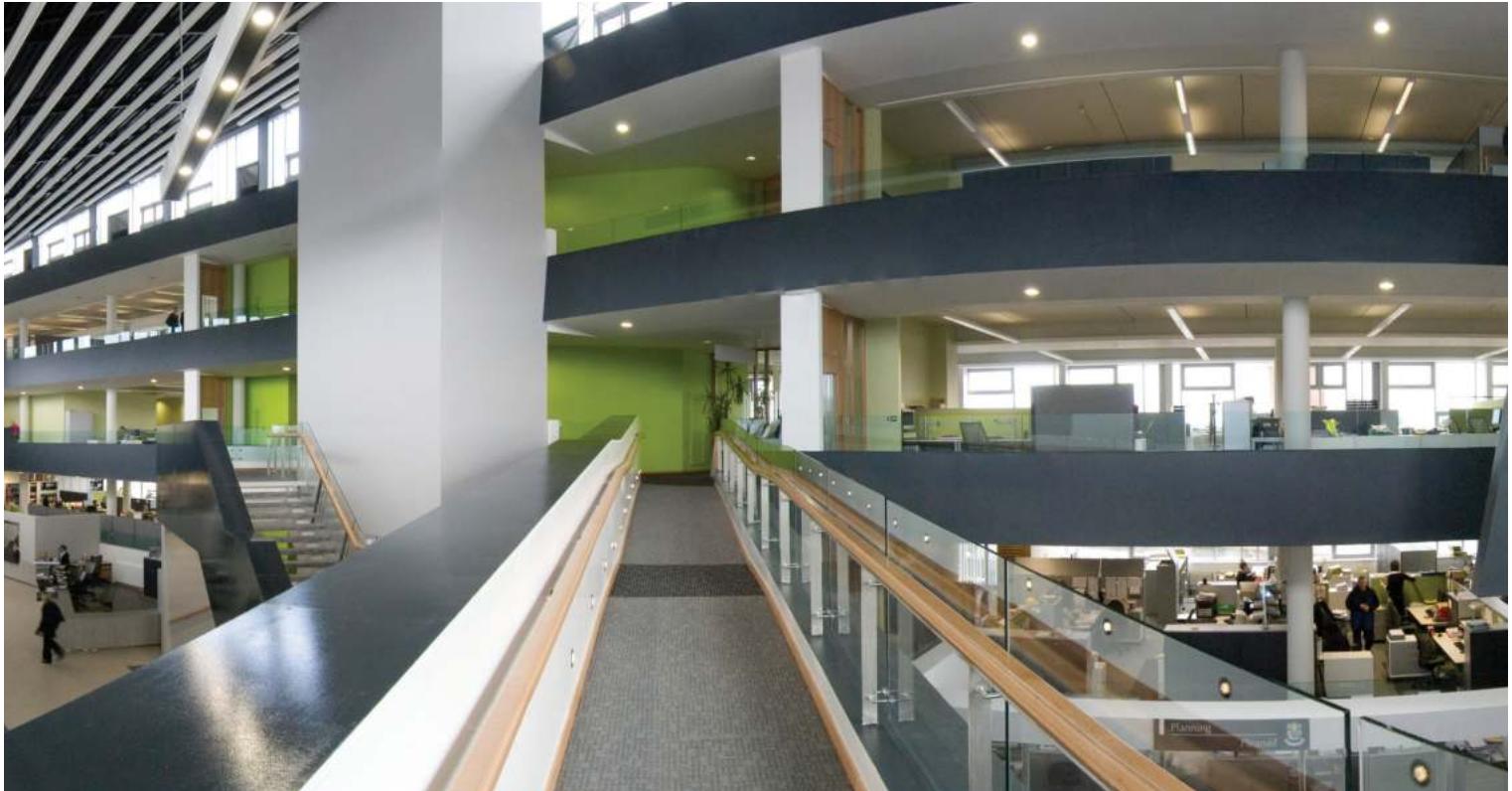


TABLE OF CONTENTS

Note from Chief Executive	5
Introduction	6
Our Purpose, Vision and Core Values	8
Strategic Objectives 2024-2025	10
Operating Structure	11
Staffing Structure	14
Financial Landscape - Budget 2023	15
Delivery Plan by Directorate	
Finance and Support Services	19
Economic Development	29
Physical Development	51
Rural Development	81
Social Development	95
Tourism Development	105
Appendices	125



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 2024. 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 2024, 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.

Challenges and uncertainty continue to impact this Council. Rising inflation, rising interest rates, a volatile energy market, the cost-of-living crisis, war, and the migration crisis are all causing uncertainty to businesses and communities.

I am confident that Clare County Council has and will continue to address the needs of the county as we move forward. We will remain resilient, and focus on the delivery of our ambitious social, physical, economic, rural and tourism goals as set out on this Plan.

Le meas,



Mr Pat Dowling
Chief Executive



INTRODUCTION

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

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

- Corporate Plan 2019-2024
- County Development Plan 2023-2029
- Performance Management Development System (PMDS Process)
- Budget 2024
- Management Objectives 2024-2025
- 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 (2024).

Service Objectives and Priorities

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

Performance Standards:

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

Performance Assessment:

It is a requirement of the legislation that a measurement system is put in place to monitor service

provision. This performance assessment must be recorded and reported upon in the Local Authority's Annual Report for the year concerned. As such the Annual Report must now contain an assessment of the service delivery of the Local Authority for the year being reported on.

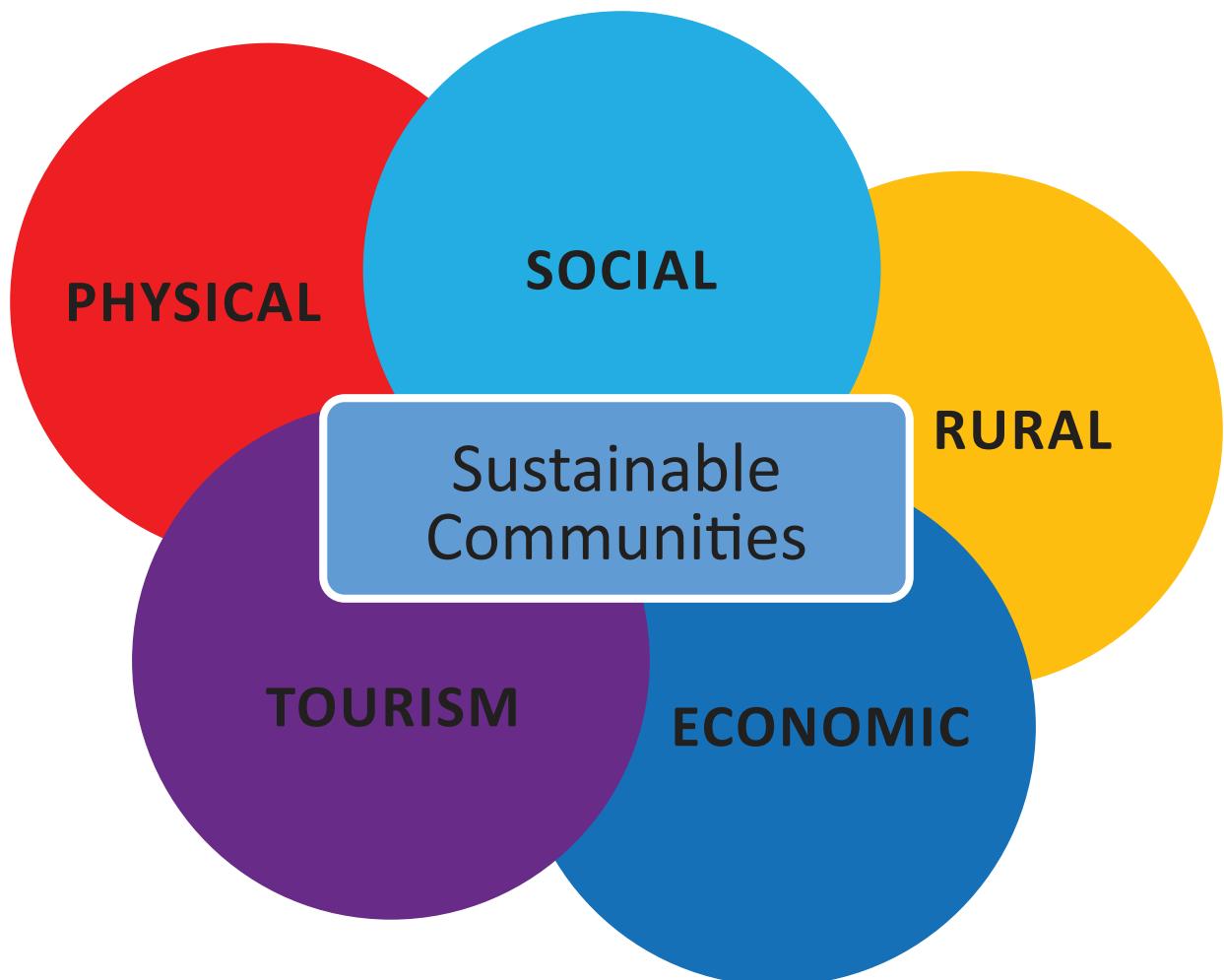
Improvement Actions:

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



OUR PURPOSE, VISION AND CORE VALUES

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



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

Democratic, Civic Leadership and Partnership:

Clare County Council will provide clear, effective, democratic, and civic leadership, informing, listening and responding to citizens and communities. We work with Elected Members, other agencies, and local communities in partnership to deliver on our objectives.

Quality Services / Customer Care:

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

Social Inclusion:

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

Transparency, Accountability and Professionalism:

We will maintain the highest standards of conduct and probity, be open, accountable, and objective in the public interest.

Value for Money and Efficiency:

We are committed to the most efficient and effective use of available resources to provide a quality service, whilst ensuring value for money.

Sustainability:

Clare County Council recognises that we have a leading role in protecting our environment and in securing its long-term sustainability for the future. We are committed to delivering on our 'Climate Action Plan 2024 – 2029'.



STRATEGIC OBJECTIVES 2024 - 2025

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

Finance and Support Service:

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

Economic Development Directorate:

Facilitate a proactive, sustainable and carbon neutral economic environment where businesses locate and grow and create sustainable employment supporting our communities, thus enhancing the economic capacity 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:

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.

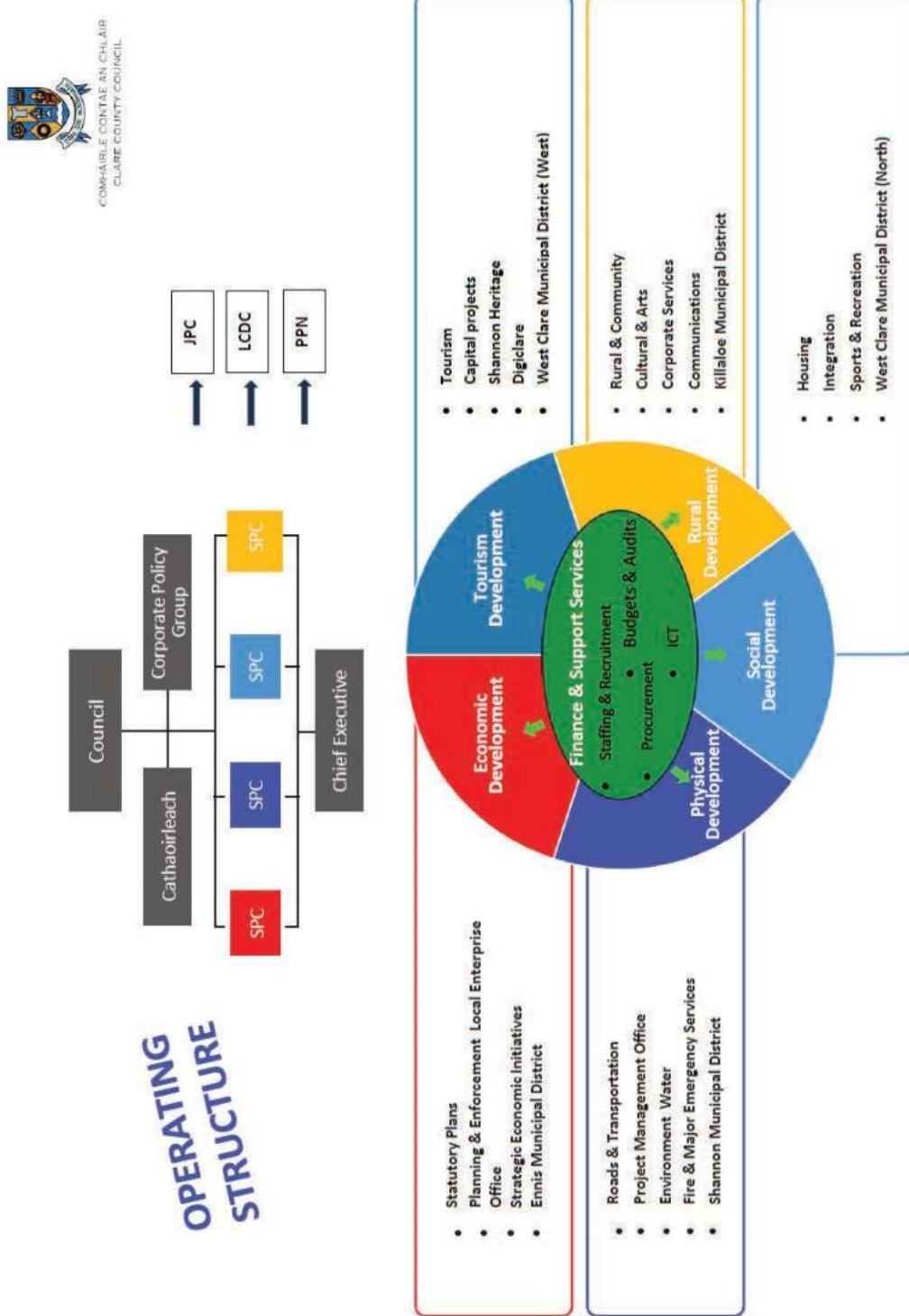
Social Development Directorate:

To enhance the quality of life for the people of County Clare through the provision of appropriate housing supports to all those in need across the county, to enhance our sporting facilities and outdoor amenity while encouraging participation and to ensure the development of our public infrastructure and community resilience.

Tourism Development

Put in place a process for engagement by key stakeholders with the implementation of the Clare Tourism Strategy 2030 and the Digital and Broadband Plan to deliver key tourism projects that will develop the tourism economy in Clare in a sustainable way to benefit host communities and visitors alike and improve digital accessibility.

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 (West & North)

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 area of responsibility. The task of the SPC is to assist and advise the Council in the formulation, development, and review of policy. Final policy decisions, however, will ultimately rest with the full Council acting as a body.

Audit Committee

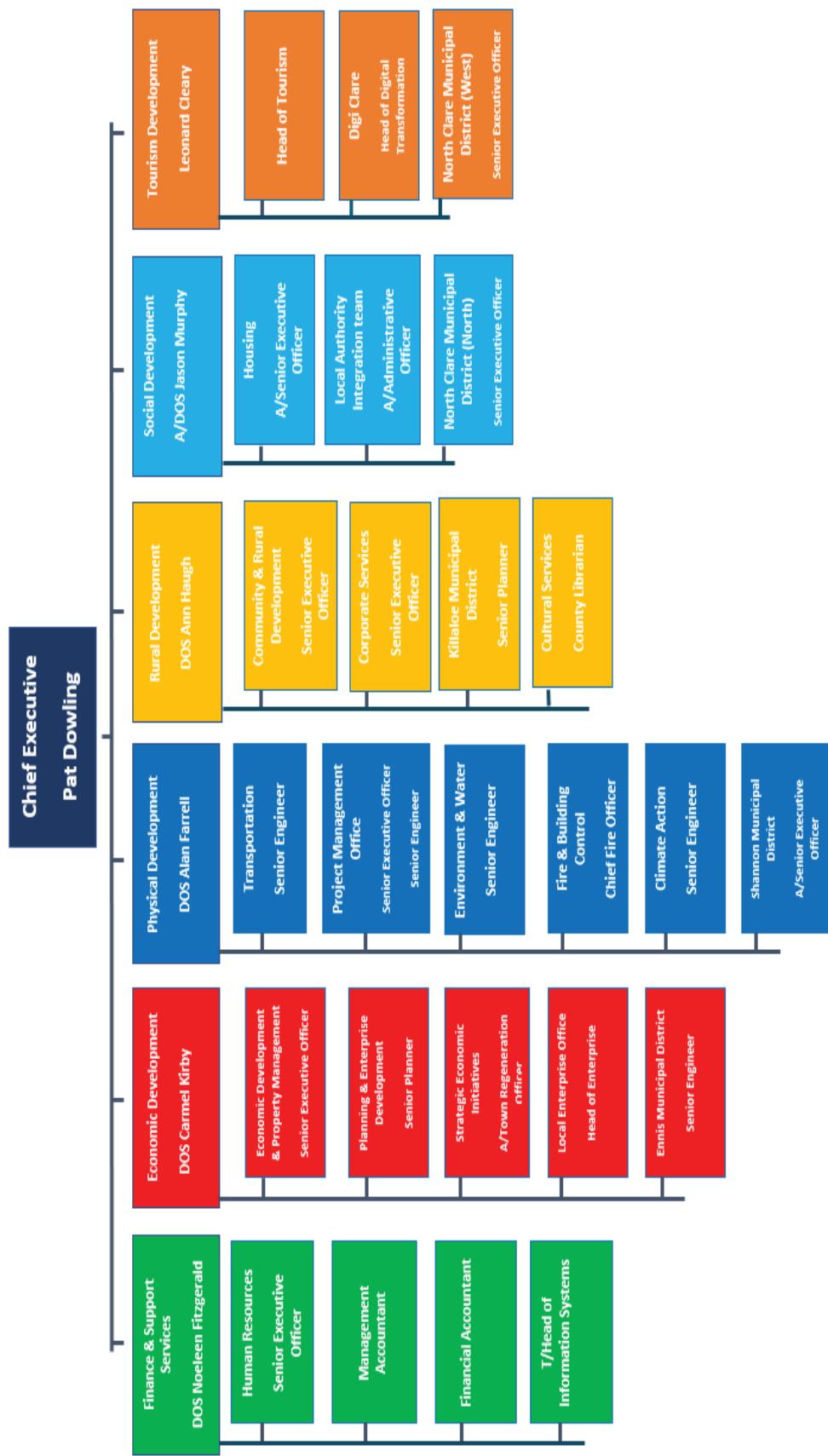
In line with best Corporate Governance Practice, the Council has established an independent Audit Committee. The Committee's role is to support the Elected Council by providing an assessment of the financial reporting, financial management, internal audit processes and risk management practices in the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

Monthly Management Reports

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



STAFFING STRUCTURE



CLARE COUNTY COUNCIL TOTAL HEADCOUNT 979

LANDSCAPE – BUDGET 2024

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 effectively eroded budgets, placed significant challenges in presenting a balanced budget to members.

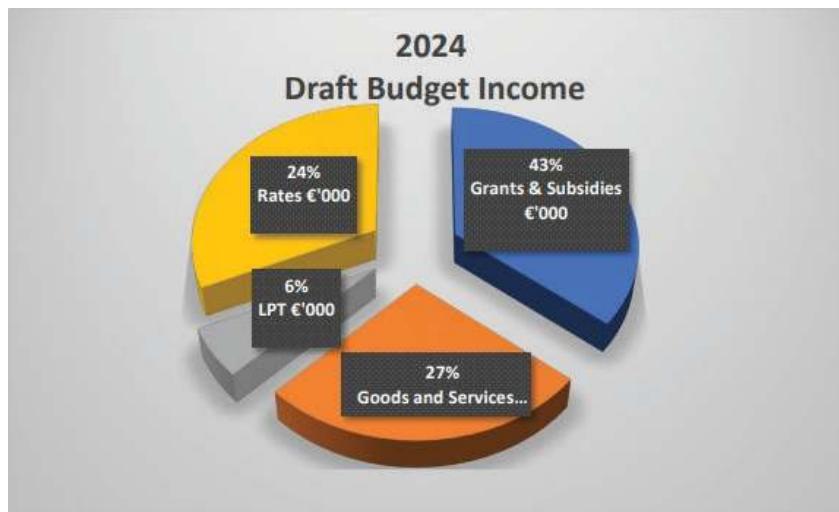
Nationally and internationally challenges and uncertainty continue to impact us at local level; inflation driven by volatile global economies, war and the ongoing associated displacement in Ukraine and the impact of cost-of-living crisis.

Clare County Council Budget 2024 provides for additionality across several areas of greatest needs, for example: housing grants, maintenance and homeless services, community grants, recreation and amenities, road maintenance, cultural supports, and general municipal allocation increases.

Clare County Council continues to show foresight by implementing prudent financial decisions to allow for continued investment in key areas. Its budget for 2024 has allowed for a review of all areas of expenditure, to allow for savings without compromising the quality of delivery when balancing this budget.

Budget 2024 provides for income and expenditure of €186.4m, an increase of €34.5m 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 2024
A - Housing & Building	€28,914,904	€38,571,766
B - Road Transport & Safety	€40,566,632	€42,005,229
C - Water Services	€14,457,802	€14,881,655
D - Development Mgt	€24,241,942	€44,742,912
E - Environmental Services	€17,296,619	€19,806,332
F - Recreation & Amenity	€12,647,435	€13,715,614
G - Agri, Ed, Health & Welfare	€772,603	€806,233
H - Misc Services	€12,967,416	€13,879,762
Total	€151,865,355	€186,409,503

Analysis of Revenue Expenditure by Division 2023 & 2024



(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 2024 was confirmed as €11.64m.

The national review of the Local Property Tax has been extremely positive for this Council. Since its introduction the Budget 2024 is the first year that the Revenue Budget allocation for Clare County Council is the total value of LPT revenue in the county, in actual fact it is in excess of its LPT yield. This development informs the increased budget allocations as outlined in the summary table above. The decision of members at the September 2022 statutory meeting to retain the same level of Local Property Tax is reflected in the allocation.

Organisational Resources approved at Budget 2024

The Service Delivery Plan sets out objectives based on the Budget approved by the Elected Members. In this regard, the Council's Budget 2024 provides for a total expenditure of €186.4 million in relation to day-to-day services. The annual Budget provides for services and is set out in the main Service Divisions

Division	Budget 2024	% of Budget
A - Housing & Building	€36,571,766	6.7%
B - Road Transport & Safety	€42,005,229	22.0%
C - Water Services	€14,881,655	1.9%
D - Development Mgt	€44,742,912	19.6%
E - Environmental Services	€19,806,332	28.0%
F - Recreation & Amenity	€13,715,614	21.5%
G - Agri, Ed, Health & Welfare	€806,233	0.7%
H - Misc Services	€13,879,762	(0.4%)
Total	€151,865,355	100.0%





FINANCE AND SUPPORT SERVICES



NOELEEN FITZGERALD
Director of Services for Finance and
Support Services



The Finance and Support Services Directorate primarily delivers internal services to the Economic, Physical, Social, Tourism 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 directorates' objective is to provide the human resources, financial and information systems to support and develop the Council's ability to deliver evolving services to its customers by empowering our staff and enabling them to deliver to their best capacity. This directorate is primarily an internal service delivery vehicle but does provide some services direct to the public. These fronts facing public services are set out below aligned to the Management Team objectives 2024.

Departments which fall under this directorate include:

- Finance
- Human Resources
- Internal Audit
- Information Systems.

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 and treasury management. The Finance Department oversees effective expenditure controls and debt collection, with the overall objective of providing support services to the directorates of the council where total annual expenditure can exceed €250million.

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 department will in 2024 identify emerging staffing requirements with a focus on skills development, recruitment, and retention. The section will also continue the rollout of e-recruitment and an expanded Learning and Development platform. We continue to support staff and promote the use of our Employee Assistance Programme

The **Internal Audit** function independently tests managements control assertions and provide independent assurance to Management and Senior team, 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 Systems Department** provides a wide range of development and support services across the organisation with responsibility for system, network, web technology and digital services of the council. The 2024 plans include assessing and supporting the implementation of further opportunities in online service delivery both internally and external to our customers to improve efficiencies and continue to develop and modernise services across Tourism, Rural, Social, Physical and the Economic directorates

Finance and Support Services Delivery Plan 2024						
PRINCIPAL SERVICE: FINANCE	Objective:	Strategies:	KPI 2024	Measurement 2024	Current Baseline 2023	Improvement Actions 2024
1	Underpin the Physical, Social, Economic, Rural and Tourism Directorates' strategic and operational plans with Finance, Human Resources, and ICT Services to support in the delivery of their objective.	Prepare and publish Quarterly financial reporting and annual financial statements in line with National accounting code of practise and statutory timelines. Monitor and report on the Councils Revenue income and expenditure and on variations with the 2024 Revenue Budget	No. of Deadlines met.	No. of reports submitted within deadline.	Accurate and timely reporting supported by period end reviews.	Enhance processes to improve reporting.
		Facilitate and manage the 2025 Budget Strategy consultation process including the Local Property Tax variation procedure and three-year capital budget with focus on cost reduction; value for money	Public Consultation, CPG and Member engagement in line with statutory regulations and timelines	Balanced budget.	Deadlines Met	Manage the Annual Budget Process in an efficient and effective manner in full compliance with legislation



	and revenue collection and efficient service delivery.				
2	Complete review of Commercial rates as the main income source of this council to provide a fit for purpose database and effective collection and enforcement systems.	Ensure timely income billing and debt management across the organisation. Review and implement change to optimise income from Commercial Rates billed to include review of collection policy and procedures.	87% Collected % collected	87%	Review use of Debt Management reporting, legal process for collection and customer engagement.
3	Continue to develop and implement Compliance processes and procedures in addressing areas of compliance as new legislation and sector requirements emerge.	Review Tax Compliance processes and procedures in line with emerging and changing legislation and tax modernisation. Implementation of the Council's Corporate Procurement Plan for 2022 – 2024 in promoting best practise procurement compliance across the council in order to deliver VFM, efficiencies mitigate procurement risks and compliance with local and national policy and meet supplier payments in line with agreed terms.	Tax Compliance and Tax Head review Tax Compliance and Tax Head review	Tax Compliance and Tax Head review	Implement process improvements as identified. Introduce the use of a procurement reference embedded into the financial management system to ensure compliance and support reporting.

4	Support capital project management across all directorates agreeing procedures and supporting the project planning, assessment, procurement, and funding mechanisms.	<p>Support the implementation of the three-year Capital Budget for 2024 – 2027 with associated funding needs identified.</p> <p>Continue to implement and enhance the capital project monitor system.</p> <p>Support the PMO and other capital project delivery teams in project planning, finance assessment and identification of funding mechanisms to assist in the progression of plans</p>	<p>Three Year plan presented to council.</p> <p>Capital project Appraisal Compliant</p>	<p>Three Year plan presented to council.</p> <p>Capital project Appraisal Compliant</p> <p>Three Year plan presented to council.</p> <p>Promoting best practise to all in implementing Capital project Appraisals Guidelines</p>



PRINCIPAL SERVICE: Human Resources		Objective:	Action	KPI 2024	Measurement 2024	Current Baseline 2023	Improvement Actions 2024
1	Develop and implement a Marketing and Recruitment campaign to attract talent to Clare County Council as an employer of choice to deliver the strategic priorities and objectives of the Council Directorates.	Design and Implement a Recruitment Marketing plan in innovating how we attract employees to the council as their employer of choice.	Number of candidates applying for job opportunities.	Number of candidates applying for job opportunities for job opportunities.	Employee Health & Wellbeing Plan in place.	2023 Employee Welfare programme of supports.	Innovate recruitment process to attract candidates.
2	Underpin the Physical, Social, Economic, Rural and Tourism Directorates' strategic and operational plans with Finance, Human Resources, and ICT Services to support in the delivery of their objective.	Develop and implement a Staff Development Programme and implement an Employee Health & Wellbeing Plan 2024 that incorporates staff welfare, proactive health awareness and resilience.	Number of staff participating in and availing of initiatives.	Continuing HR support to Directorates in staff placement, management, IR, and Welfare.	Continuing HR support to Directorates in staff placement, management, IR, and Welfare.	Continuing HR support to Directorates in staff placement, management, IR, and Welfare.	Continuing HR support to Directorates in staff placement, management, IR, and Welfare.

	engagement with unions and managing industrial relations.			
3	Complete and lead the implementation of the Council Equality and Human Rights Action Plan 2024-2029.	Lead on the promotion and implementation of the Public Sector Equality and Human Rights duty as it applies to Clare County Council.	Good practise maintained with appropriate communications and information to staff and their representatives.	Positive working relationship with staff representatives

PRINCIPAL SERVICE: ICT				
Objective:	Strategies:	KPI 2024	Measurement	Current Baseline
		2024	2023	2024
1	Continue to have an integral ICT role in Innovation and the delivery of both internal and external digital services.	Support the rollout of system upgrades to various functional areas.	Support the delivery of innovation strategy projects.	No of project delivered associated with the Innovation Strategy.
		Support the development of Shared Online services across a number of IS platforms.	Number of Paper based solutions digitised.	Services continue to be paper based.
			Number of mobile workers with increased access to information.	Further develop grants platform for all LA appropriate serviced.
				Support the development of additional digital service options to replace manual services through GIS technologies.



	<p>Continue to respond to the organisation's GIS and Spatial Needs.</p> <p>Support the development of modern / intelligent workplace initiatives while also educating sections on the technologies available for service delivery.</p>	<p>Number of Paper based solutions digitised.</p> <p>LGMA supported applications are keep up to date.</p>	<p>Implementing MyCoCo further services as they become available.</p>
2	<p>Develop and implement systems to meet EU wide compliance legislation for NIS 2 cyber-Security controls in the protection of this councils' services.</p> <p>Focus on maintaining and expanding cyber resilience by following National Cyber Security Base Line Standard Framework.</p> <p>Implement procedures and practices to protect our information.</p> <p>Continue to Co-ordinate Cyber Security Committee.</p>	<p>Microsoft security score enhanced.</p> <p>DR Site tested for Critical ICT services and tested.</p> <p>Multiplayer approach to protect information systems and services aligned to government baseline standards.</p>	<p>Score above average.</p> <p>Independent penetration test to test network is compliance with security requirements and implementation recommendations arising.</p> <p>DR site in place for critical services</p> <p>Disaster recovery plan tested.</p> <p>Privileged access management (PAM) solution implemented.</p> <p>Review DR to ensure ICT critical services are covered and necessary monitoring in place.</p> <p>Enable secure remote access for all devices.</p>

SIXMILEBRIDGE TOWN CENTRE FIRST PLAN



Gialtas na
Máistíonna
Government
of Ireland

Tionscadal Éireann
Project Ireland
2040

Ár dTodhcháil
Tuithe
Our Rural
Future



COMHAIRLE CONTAE AN CHLÁIR
CLARE COUNTY COUNCIL

Allies and Morrison

ECONOMIC DEVELOPMENT



CARMEL KIRBY
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

Ennis Municipal District

Property Management (including Derelict Sites and Vacant Homes)

Town Centre First (engagement, plan development and implementation)



Economic Development Delivery Plan 2024

PRINCIPAL SERVICE: Economic Development		Strategies:		KPI 2024	Measurement 2024	Current Baseline 2023	Improvement Actions 2024
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. <u>Additional</u> Funding to be secured.	Projects progress to next stage	Planning applications Construction works	Implementation plan and priority projects to be finalised.	Priority projects progressed and action plan developed.	Priority projects progressed and action plan developed.
PRINCIPAL SERVICE: Strategic Economic Initiatives							
1	Progress the designation, initiation, development and completion of Strategic Economic Plans and Projects for the UL/South Clare Strategic Development Zone (SDZ)	Secure designation. Define Scope and desirable Outcomes. Collaborate with internal expertise and external agencies.	Stages of Plans/Projects Developed. Collaboration with 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	Progress the Project in line with project plan. Establish & resource project team.	

	Establish project teams, apply for funding and develop & complete projects	Obtained; Preferred Model of delivery in progress;
2	Progress the delivery of the Clare Maritime Economic Zone (MEZ) training centre in Kilrush, in conjunction with key stakeholders. Secure Funding. Define cope and desirable outcomes. Collaborate with internal expertise and external agencies. Establish project team, apply for funding and develop & complete the project. 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.

PRINCIPAL SERVICE: Marine Spatial Planning		Strategies:	KPI 2024	Measurement 2024	Current Baseline 2022	Improvement Actions 2024
1	Implement Marine Spatial Planning legislation in our role as a Marine Planning Authority. Ensure structures are put in place for the facilitation of marine related industry including Offshore Renewable Energy (ORE) and Industrial Hydrogen manufacture up front in strategic objectives. Participate in the Government's Shannon Estuary Taskforce work with the objective of facilitating the development of the offshore	Collaborate with internal expertise and external agencies. Establish project team, apply for funding and develop & complete projects	Stages of Plans commenced. Collaboration with Agencies (internal & external)	Await the development of a Designated Marine Area Plan which will guide actions needed	Legislation in place, no DMAP in place	Stages of Plans/Projects Developed. Collaboration with Agencies (internal & external)



PRINCIPAL SERVICE: Forward Planning					
	Objective:	Strategies:	KPI 2024	Measurement 2024	Improvement Actions 2024
			Baseline 2023	Current	
1	Prepare an Ennis Town and Environs Local Area Plan or alternative on foot of the New Planning Act 2024.	Commence the plan making process Prepare the Shannon Town and Environs Local Area Plan or alternative on foot of the New Planning Act 2024.	Facilitate public engagement, prepare a draft plan engage with elected members.	Meeting statutory requirements	Commence the pre-draft plan making process while awaiting the finalisation of the Planning Act 2024.
2	Make arrangements for full implementation of the Planning and Development Act 2024 (when enacted)	Management and Organisational procedures in place to meet legislative requirements, to include staff training and assessment of resource requirement.	Compliance with statutory deadlines Staff Training Resource Assessment	ISO 9001 procedures, Bord Pleanála decisions New systems may be required.	All actions to be taken in line with new legislation.

3	Advance the delivery of projects on foot of the completion of the Corofin Enhancement plan.	RRDF funding application made February 2024. Explore other possible funding options to seek to deliver in partnership with NPWS key projects from the plan.	Await the outcome of the RRDF 2024 funding application.	Has the funding application been approved and if so have tender documents been prepared to advance delivery.	The Corofin Enhancement Plan has been finalised and an RRDF funding application made.	Funding secured and projects delivered.
4	Process Vacant Sites across the County	Comply with statutory requirements.	Meet statutory requirements. Issue Demand Letters for payment of levy. Engage with landowners.	Are statutory requirements being met?	On-going	Statutory compliance

PRINCIPAL SERVICE: Development Management	Objective:	Strategies:	KPI 2024	Measurement	Current Baseline 2023	Improvement Actions 2024
			2024	2024	2024	2024
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 in as timely manner as possible.



PRINCIPAL SERVICE: Planning Enforcement					
	Objective:	Strategies:	KPI 2024 Measurement 2024	Current Baseline 2023	Improvement Actions 2024
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 2024 Measurement 2024	Current Baseline 2023	Improvement Actions 2024
1	Complete Heritage Council Funded Projects once funding approval has been announced.	Prepare briefs and award tenders. Manage consultants. Bring the completed plan before Council for endorsement	Projects to be completed by October 2024 Finalised by year end. Plan endorsed by Council	Have the projects been completed and Heritage Council money drawn down Has the plan received the endorsement of the Elected Members	Acceptance of proposals by the Heritage Council Draft plan in place Finalise the County Heritage Plan on foot of the making of the CDP

PRINCIPAL SERVICE: Biodiversity		Objective:	Strategies:	KPI 2024	Measurement 2024	Current Baseline 2023	Improvement Actions 2024
1	Apply for funding opportunities. Prepare the Clare County Biodiversity Plan 2024-2030.	Prepare brief and award the tender. Manage consultants and facilitate public consultation in the plan preparation.	Projects to be completed October 2024. Clare County Biodiversity Plan 2024-2030 to be completed by year end	Has the plan been completed, and Heritage Council Funding drawn down	Biodiversity Officer in place. Heritage and Biodiversity forum put in place in 2023 and operational.	Biodiversity Plan making process to be commenced.	

PRINCIPAL SERVICE: Conservation of Built Heritage		Objective:	Strategies:	KPI 2024	Measurement 2024	Current Baseline 2023	Improvement Actions 2024
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 2024	



PRINCIPAL SERVICE: Taking in Charge of Estates			
	Objective:	Strategies:	KPI 2024
			Measurement 2024
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 2024. Carry out remedial works to 5 estates

PRINCIPAL SERVICE: Property Management			
	Objective:	Strategies:	KPI 2024
			Measurement 2024
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. Manage the property portfolio to ensure economic use of all lands owned	All leases and licences to be managed in accordance with legislation and protocols. Review options for all properties owned by the Council	Number of leases and licences signed up
2	Advance the Capital works programme as agreed from time to time, subject to funding plan for each project. Projects include:	Buildings and property to be developed in line with approved capital works programme.	Project progression

Sixmilebridge Courthouse Improvement Electrical and Mechanical improvements on various Council owned buildings. Maximise economic use of all buildings. Assess future use of the library buildings in Ennis	
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PRINCIPAL SERVICE: Derelict Sites					
	Objective:	Strategies:	KPI 2024	Measurement 2024	Improvement Actions 2024
			Current Baseline 2023		
1	Continue the targeted approach of 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 10 sites in the year in line with Government objectives Advance the CPO Activation programme in line with Urban Regeneration Fund for Ennis	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. Ensure CPO Activation Programme is supported by good procedures and legal advice	Review of all files to address the issues arising with a view on solving such sites. 10 CPOs to be advanced- Target set by Department.	Number of active sites / files being addressed. Number of CPOs completed	Prepare strategy which will involve additional resourcing in this area. Activation of any sites where CPO has been completed, including sale. Commence billing of Derelict Sites levy



PRINCIPAL SERVICE: Casual Trading						
	Objective:	Strategies:	KPI 2024	Measurement 2024	Current Baseline 2023	Improvement Actions 2024
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	Develop CRM system

PRINCIPAL SERVICE: Vacant Homes Action Plan 2023 to 2026						
	Objective:	Strategies:	KPI 2024	Measurement 2024	Current Baseline 2023	Improvement Actions 2024
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	284 applications since scheme commenced	No of applications received, approved and paid	284 applications received.	Efficient assessment of applications. Inspections of works when completed and prompt payment of grants and legal work completed

PRINCIPAL SERVICE: Facilities & Buildings Management			
	Objective:	Strategies:	KPI 2024
			Measurement 2024
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

PRINCIPAL SERVICE: Local Enterprise Office			
	Objective:	Strategies:	KPI 2024
			Measurement 2024
1	Proactive client engagement through advisory clinics, webinars, and mentoring programme	Discuss all LEO Clare services with clients	Number of clients who engage with services
2	New pilot programme to develop increased exporters with a particular focus on Northern Europe.	Focused diagnostic of business capability and trade mission in Q4 2024.	Number of participating businesses
3	Continued focus on upskilling programmes focused on building competitiveness and leadership development	Specific management and leadership development	Number participants attending Management



	entrepreneur development. Targeted at high potential clients.	programmes. Delivery of training will be a combination of physical and online.	Development Programme.	distinct from numbers attending training.
4	Productivity Interventions: Green for Business, LEAN for Business and Digitalisation initiatives	Promotion via LEO website, webinars, social media and newsletter	Number of participating enterprises	32 Proactive engagement with minimum 60 clients to identify those that can benefit from this intervention.
5	Continue to deliver a targeted programme on supporting female entrepreneurship	Invite participation on a 9-month development programme.	Number females participating	16 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	35 Promotion via social media and local media.

PRINCIPAL SERVICE: Town Centre First		Strategies:	KPI 2024	Measurement 2024	Current Baseline 2023	Improvement Actions 2024
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 Strategy to adequately resource the TCF team to enable delivery of National TCF targets.	Action Plan agreed with town teams to support and enable delivery
2	Establish TCF Town Teams	Work collaboratively with the Rural & Community Development Officers to	Town Teams Set Up or re-configured.	2	0 Reinvigoration/Establishment of active Town Teams feeding into development	

	establish TCF Town Teams aligned to national requirements	No. of Stakeholders engaged during TCF Plan development	40	0	and implementation of Masterplans
3	Support implementation of key projects in existing TCF plans.	Support and advise Town Teams to progress a range of short, medium or long-term actions set out in TCF Plan.	Town Team to secure funding for key projects	2	0
4	Support the activation of Vacant Properties across Town Centre First towns	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.	Properties Identified with action plan to activate	2 Per Town	0 identified under TCF
5	Implementation of the Shannon Town Centre Masterplan Interventions including the One Shannon Hub project.	Deliver a concept design for the One Shannon Hub by Q2 2024 in line with URDF funding allocated. Subsequently apply for a new URDF funding allocation to deliver the project o site. Active engagement with landowners to progress key projects.	URDF application to be submitted for delivery of the project.	Preliminary Design Phase to be completed for One Shannon Hub by Q2 2024.	Integrated design team appointed to bring the project to concept design stage. Public engagement completed. Engagement with Elected Members on-going. Discussions with landowners underway.
6	Support Roche Ireland in the development of a Roche Masterplan	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 and active promotion of site to potential occupant(s).



PRINCIPAL SERVICE: ENNIS MUNICIPAL DISTRICT					
	Objective:	Strategies:	KPI 2024 Measurement 2024	Current Baseline 2023	Improvement Actions 2024
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 2024 (interim report)	Quality applications	Purple flag, Age Friendly & International Tidy Town awards <ul style="list-style-type: none"> • Purple Flag, • Friendliest town • Tidy towns • IBAL • Continue to implement innovative projects.
2	Administrative & Technical Support to Elected Members	Act as an interface with other sections of the Council. Provide technical knowledge in a timely manner to inform decision making. Deliver on GMA funding.	Maintain service whilst facilitating blended arrangements.	CRM cases closed in a timely manner. NOMS responded to and acted on in a timely manner.	Agreed & funded projects delivered
3	Delivery and Promotion of Capital Projects	Effective project management.	Achieve 2024 milestones.	Works completed against plan. Adhere to grant deadlines.	Work with General Design Office colleagues in advancing the statutory processes for Ballyallia project. ORIS T&V Renewal

		Community Recognition Fund - advance possible round 2 approved projects if published and complete Round 1.	
		Approved projects under 'Active Travel' and 'Climate Action' - complete design, conclude statutory processes and construct accordingly.	
		Tree Management project	
		Support PMO in delivery of Ennis Public Realm regeneration project.	
		Identify & progress other relevant Ennis MD projects of benefit where funding permits.	
4	Delivery of the Schedule of Municipal District Works Programme	Effective management of resources to achieve planned outcomes.	Deliver on time Programme Delivery Agreed & funded projects underway
5	Environmental - Litter Management	Maintain standards, IBAL classification and positioning.	Maintain IBAL classification. Timely removal of reported illegal dumping. Street cleaning reflected in tidy towns & communities in bloom awards
6	Environmental - Street Cleaning	Maintain standards.	Continue street cleaning operation Street cleaning reflected in tidy towns &



				communities in bloom awards	
7	Festival & Events co-ordination & support	Provide assistance to festivals where requested.	Continue to support festivals in Ennis	Continue to support festivals in Ennis	<ul style="list-style-type: none"> • Co-ordinate St. Patrick's Day event. • Produce 'Christmas in Ennis' programme • Facilitate other festivals, through installation of barriers, street cleaning etc. Facilitating road closures
8	Management & maintenance of Fergus and Manus Drainage Districts	Ensure that network is monitored, and maintenance carried out to adhere to standard.	Ensure that network is monitored, and maintenance carried out to adhere to standard.	Ensure that network is monitored, and maintenance carried out to adhere to standard.	Engage with OPW regarding future operation and maintenance of the Clarecastle Barrage.
9	MD Emergency response.	Ensure capability and capacity to deal with various types of emergencies.	Effective and timely response	Issue resolved in a safe and timely manner.	Issue resolved in a safe and timely manner.
10	Public Liability Claims investigations	Provide Engineer's detailed report in a timely manner.	Investigations carried out in a timely manner.	Respond to legal requirements in a timely fashion.	Respond to legal requirements in a timely fashion.
11	Public Realm conservation & enhancement	Effective project management and strong engagement with contractors.	Ongoing evaluation of current project deliverables against original programme.	Appropriate funding drawn down. New applications submitted.	<ul style="list-style-type: none"> Procure contractors and ensure standards achieved in the following areas: • weed killing • grass cutting • street furniture

				maintenance • tree management
12	Road Opening Licencing	Effective operation & billing	On time billing	Work ongoing Appropriate funding drawn down. New applications submitted.
13	School Wardens	Maintain high level of service.	Maintain service when schools are open.	Maintain high level of service.
14	Storm water network maintenance	Maintain storm water network.	Maintain storm water network.	Maintain storm water network.
15	Support to community & business groups;	Strengthen engagement process.	Implement Engagement HQ consultation platform.	Effective citizen engagement with EMD. • Continue to work in collaboration with relevant stakeholders to promote Ennis • Process applications under festivals & events for potential funding. • Liaise with community groups on advancement of projects.
16	Sustainable Transport Planning	Continue engagement with NTA regarding town bus service. To implement a number of the provisions under the Ennis pedestrian friendly & park & stride assessment	projects ongoing	KPIs achieved ongoing projects ongoing Ongoing progression re identification of routes and stops. Continue engagement with NTA on bus service.



	Development of alternative parking solutions. Participate as Irish partner in Transnational EU URBACT Project	Prepare funding applications / business cases. Work with Business and Community stakeholders to deliver additional Town Centre adjacent parking.
		Prepare Part 8 planning applications for the development of parking solutions on Council owned property. If planning is secured, commence delivery of same in 2024
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 commenced in 2023 and is progressing in 2024.





PHYSICAL DEVELOPMENT



ALAN FARRELL
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, climate and the Municipal District of Shannon. Alan Farrell, Director of Service, leads the Physical Directorate.

Departments which fall under this directorate include -

- Environment
- Water Services Department
- Roads and Transportation Department
- Project Management Office – Capital Projects
- Civil Defence
- Fire and Building Control Department
- Shannon Municipal District
- Climate

The **Environment Department** is responsible for the following broad thematic areas: air, noise, water/wastewater and waste. These are then subdivided further into waste management, waste enforcement, veterinary services, environmental monitoring and enforcement measures, pollution investigation, blue flag beaches, lifeguards, gardening, the control and protection of surface water along with supporting the community and schools through environmental education and awareness programs.

Uisce Eireann is the national water utility responsible for the delivery of water services to homes and businesses in Ireland. Clare County Council Water Services section now work under the direct management and control of Uisce Eireann following the signing of the Master Co-Operation Agreement in 2023.

The **Roads and Transportation Department** advance public and transportation safety through design and maintenance schemes and manage Clare's road network to the benefit of 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 Principal 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.

Shannon Municipal District

Shannon Municipal District works to improve the quality of life for the residents and visitors to the Municipal District and implements the economic, social, rural and physical development strategies of Clare County Council at a local level.

The Municipal District is responsible for enhancing and protecting the local environment thus ensuring Shannon and its environs is an attractive place to do business, live, work and visit. The strategic position that Shannon town occupies within the mid-west region as a driver of economic activity and the unique role that it plays as a centre for economic growth and employment in the mid-west of Ireland is a major improvement catalyst for the MD.

Shannon Municipal District oversee the provision of a large number of citizen focused services which includes initiatives like infrastructure with better connectivity between places, enhancing amenity and recreation areas and strengthening relationships with key stakeholders. The Municipal District supports other local authority functions such as housing, roads, planning, and environment to deliver their services within the Area.

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 has finalised the Climate Action Plan for Clare which was adopted by Clare County Council Elected Members at their February 2024 monthly meeting, as per the requirements of the Climate Action and Low Carbon Development Act 2021. This was 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 2024					
PRINCIPAL SERVICE: ENVIRONMENT		Strategies:	KPI 2024	Measurement 2024	Improvement Actions 2024
Objective:				Current Baseline 2023	
1	Climate Change Adaptation Strategy	Detail and implement objectives identified in Climate Change Adaptation Strategy 2019-2024 for County Clare.	Implement objectives	Achieve compliance with Physical Development Objectives	N/A
2	Climate Change	Continue progress towards achieving 50% energy reduction for 2030, as set out in the National Climate Change Strategy developed under the Climate Action and Low Carbon Development Act 2015. Engage with CARO on projects and plans to achieve energy and carbon targets	50% energy use reduction by 2030	Target achieved	2021 energy usage
3	Recommended Minimum Criteria for Environmental Inspections (RMCEI) Plan 2024	Achieve the actions specified in the 2024 RMCEI Plan as submitted to the EPA including the National Enforcement Priorities.	Complete inspections as identified in the RMCEI plan	Meet inspection targets in RMCEI Plan	2023 RMCEI inspections
4	Draft River Basin Management Plan 2022-2027 plan	Support to LAWPRO and the EPA in the implementation of the objectives and plans relating to the Water Framework Directive	Provide support where required	Implement WFD Plans	New

		2000/60/EC. Engage with LAWPRO and EPA on the 3 rd cycle of the RBMP			
5	Beach Facilities	Continue to ensure compliance with the Beach Bye Laws 2021 and monitor all activities regulated by such Bye laws. Beach management including Blue Flag and Green Coast applications, maintenance, complaints handling and Lifeguards provision. Review beach operations to enhance visitor experience.	2021 Beach Bye Laws	Maintain existing number of Blue Flags	2021 Blue Flags status
6	Central Waste Management Facility (CWMF)	Ensure CWMF site operates in compliance with EPA Waste Licence W0109.	Compliance with EPA licence to be achieved	Operations compliant	Licence Conditions
7	County Clare Waste Management Byelaws, 2018	Continue to monitor and increase public awareness around the 2018 byelaws and their content including household responsibilities, increase compliance and uptake with kerbside bin collection with the expected outcome to reduce illegal dumping.	Annual RMCEI targets	Meet inspection targets in RMCEI Plan	2023 Target as set in RMCEI Plan
8	Litter Management and Enforcement	Update Litter Management Plan. Implement objectives set out in the Litter Management Plan, which sets out objectives for the prevention and eradication of litter throughout Clare and to continue	Publish the revised LMP Annual RMCEI targets	Meet litter inspection targets in RMCEI Plan	2023 Target as set in RMCEI



		enforcement of the Litter Pollution Acts, as amended.		
9	Health & Safety	Implement requirements of Clare County Councils Occupational Health and Safety management System and programme. Update all relevant documents.	Annual Health and Safety targets	Meet inspection targets in H&S Plan 2023 Target as set OHSMMP
10	Shannon Estuary Anti-Pollution Team (SEA-PT)	Plan and deliver the 2024 annual training exercise supported by SEA-PT. The aim of this is to provide a unified response to oil pollution within the region. It will ensure that the Shannon region will continue to have the best cover, both in equipment and expertise that is possible in the event of an oil pollution incident.	Exercise completed	Complete training exercise One-off task
11	Limerick Clare Energy Agency (LCEA)	Joint agency with Limerick City & County Council and supported by the University of Limerick and Clare Local Development Company. The agency is tasked with promoting renewable energy resources and initiatives, energy management and climate change. CCC was awarded the ISO 50001 Certificate of Registration of Energy Management System in February 2020. Equipped with this we aim to continually	Continued development of ISO standard	Achieve reduction in energy usage ISO 50001

		improve our energy performance.		
12	Gardening	Prepare and implement an annual planting programme including maintenance of same. Provide support to community groups throughout the county to increase planting of biodiversity and pollinator friendly species in support of the All-Ireland Pollinator Plan. Complete Garden Projects for Municipal District offices	Annual Planting	Introduction of All Ireland Pollinator Achieve 80% planting of perennial and pollinator friendly plants by end of year
13	Waste Enforcement and Regulation	Processing and administering Waste Facility Permits and Certificates of Registration. Compliance with all regulations concerning waste and litter and any enforcement action required.	Annual RMCEI targets	Meet inspection targets in RMCEI Plan 2024
14	Waste Management and Recycling	To comply with requirements of the National Waste Management Plan for a Circular Economy 2024-2030 aimed at management of wastes in a safe and sustainable manner.	Efficient Operation of Civic Amenity Sites Compliance with SRWMO objectives	Meet inspection targets in SWRMO Plan
15	Environmental Awareness	Continue to raise environmental awareness with all stakeholders throughout County Clare. To promote and facilitate sustainable development at community level. Promote the concept of "Greener Clare" and "Leave no Trace".	SUP policy Effective Promotion of Education and Awareness initiatives	Policy document completion 2023 Awareness Programme Continue the annual RMCEI Work Plan Preparation



			Annual RMCEI targets	Meet inspection targets in RMCEI Plan	2023 Inspection programme
16	Water, Wastewater, Air and Noise	To comply with EU Directives and National Legislation on Water, Wastewater, Air and Noise.			
17	Food Safety, Veterinary Services	To comply with all aspects and requirements of the Service Level Agreement with the Food Safety Authority of Ireland and to ensure integrity of all food produced in the county. Ensure all animals presented at Abattoirs receive full anti mortem and postmortem examination. Supervise and grant approval for all abattoirs and meat plants including Game establishments.	Comply with FASI guidelines. Risk assess all new food businesses Ensure all food businesses are compliant with legislation.	Ensure compliance with risk rating.	2020 Rating
18	Animal control	To effectively manage the control of dogs in compliance with the Control of Dogs Act 1986, as amended utilising our new dog shelter and 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. Award the 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 Award	2023 inspections

PRINCIPAL SERVICE: WATER SERVICES		Strategies:	KPI 2023	Measurement 2024	Current Baseline 2023	Improvement Actions 2024
1	Water Services: Manage all elements of the Master Cooperation Agreement (MCA) with Uisce Eireann (IW), including the monthly reporting, financial recoupment, and meetings schedules.	Utilising the MCA and Support Services Agreement (SSA) including the monthly reporting, financial and recoupment schedules to ensure financial and health and safety compliance.	N/A under MCA			Adopt agreed option discussed in 2022.
2	Asset Transfer: Orderly transfer of legal ownership of Water Services assets to Uisce Eireann under Ministerial vesting orders.	In accordance with Agreed Protocol with Irish Water and Dept. Housing, Local Government & Heritage	N/A			
3	Obsolete Assets: Insofar as budgetary resources allow, identify, and maintain all disused and/or obsolete water services assets not being transferred to Irish Water in conjunction with the IPB Risk fund for such works.	Work with Uisce Eireann and Dept of Housing, Local Government & Heritage to prepare strategies for the future maintenance of such infrastructure and its funding.	N/A			
4	Non – UE MCA Works: Insofar as budgetary resources allow, Take in charge and /or maintain developer-provided on-site wastewater systems not included in the MCA and not being maintained by a developer, management company or other entity	Work with Uisce Eireann and Dept of Housing, Local Government & Heritage to prepare strategies for the future maintenance of such infrastructure and its funding.	N/A			
5	Rural Water Programme: Progress the MARWP capital programme 2024-2026. Submit funding bids on behalf of Group Water Schemes.	Comply with Circulars from Dept of Housing, Local Government & Heritage.	N/A			Increase number of GWSS's availling of funding streams. Both Subsidy and



PRINCIPAL SERVICE: ROADS						Capital (MARWP 2024-2026).
1	Maintenance & Management of the Road Network	Strategies:	KPI 2023	Measurement 2023	Baseline 2023	Improvement Actions 2024
			KM of National Secondary, Regional & Local roads strengthened & maintained.	Performance v targets	5.7% of regional & local roads strengthened and maintained.	246km of roads to be strengthened and maintained (6% of regional and local roads)
		Comply with our statutory responsibilities to TII, DoT, RSA etc.	To maximise % of Regional & Local roads that receive a PSCI rating	Budget and grant allocations in SMDW	Former National Road Grant	88% target for 2024
		Provide technical, legal, financial and procurement support to Municipal Districts			Close out of Programmes on RMO Pavement Management System	
		Maximise funding from TII, DoT & NTA				
		Surveying the Regional & Local Road Network				
		Support the delivery of climate action mitigation/adaptation measures				

2	<p>Road Design Development of a sustainable transport network to cater for the future needs of County Clare</p>	<p>Management & Design of Active Travel Projects Designing and delivery of Low Safety Improvement Schemes Management & Delivery of Low-Cost Bridge Rehabilitation Programme Prepare & Design EU Specific Improvement Grant Applications</p>	<p>Projects designed and delivered NTA bus shelters and bus routes, design bus shelter enabling works & manage civil works. Liase with NTA. Assess Local Link Bus Stops.</p>	<p>Performance v targets Budget and grant allocations in SMDW DOT, TII & NTA funded projects completed by the end of 2023</p>	<p>12 Active Travel projects completed in 2023. 13 safety improvement schemes completed in 2023. 28 bridges refurbished in 2023.</p>	<p>3 EU Specific Improvement Applications made in 2023. 15 new bus shelters constructed in 2023</p>
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3	<p>Prepare Limerick Agglomeration Noise Action Plan - Statutory</p> <p>Eurovelo cycle project</p> <p>Managing Road Schedule</p> <p>Assessment of Planning Applications</p> <p>Collaborate with GDO on Speed Limit Appeal Panel & Process.</p> <p>Road Safety Audit Team</p> <p><i>Collating programme of work based on funding and needs of Area Engineers eg Traffic Calming</i></p>	<p>Delivery of the Winter Maintenance Programme</p> <p>Supporting aims and objectives of Major Emergency Plan</p> <p>Timely servicing of equipment and staff training in advance of Winter season</p> <p>Monitoring weather prospects and issuing information and warnings as required.</p> <p>Dealing with emergencies such as flooding, fallen trees etc</p>	<p>% of road network treated & no. of applications applied.</p> <p>Performance v targets in Winter Maintenance Plan</p> <p>Performance v targets in Major Emergency Plan</p>

	Maintenance of winter maintenance fleet and ensuring sufficient salt supplies are in place.		
	Management of Supplementary Winter Maintenance Plant furnished to the Municipal Districts		
	Review of the Winter Maintenance Plan		
4	Road Safety	<p>Managing Emergency Phone</p> <p>Completing and implementing a road safety action strategy through the Road Safety Working Group.</p> <p>Promoting an integrated approach to Road Safety in the County</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>
5	Public Lighting	<p>Management and maintenance of existing network of circa 15,000 public light installations.</p> <p>Implementing Regional Public Lighting Maintenance Contract</p> <p>Upgrading programme and introduction of LED schemes in Ennis and along NS Route in County</p>	<p>No. of public lights refurbished</p> <p>Performance v targets in no. of public lights refurbished</p> <p>1,022 lights retrofitted to LEDs in 2023</p> <p>69% of assets are LED lights</p>



		Participation in National Public Lighting Retrofit Project		
6	Machinery Yard	<p>Maximising the use of Council owned plant as part of the Roadworks Programme</p> <p>Continually examining the Machinery Yard from an efficiency perspective</p> <p>Maintenance of all council owned vehicles</p> <p>Procurement in line with OGP requirements</p> <p>Develop a multi annual fleet management plan</p> <p>Decarbonisation of the Fleet</p>	<p>Machinery Yard plant hired</p> <p>Fleet management plan to be completed in Q2 2024</p> <p>Reduction in GHG Emissions</p>	<p>Performance v targets, income generated by Machinery Yard from hiring plant</p>
7	Road Grant Schemes	Administration of LIS, CIS & Community Hedgecutting Grant schemes	<p>Number of projects completed v grants approved</p>	<p>LIS – 22 roads</p> <p>CIS – 11 roads</p> <p>Community Hedge cutting – 39 grants approved</p>
8	Insurances	<p>Maintaining Insurance Register</p> <p>Processing of insurance claims</p> <p>Reviewing of insurance policies to ensure appropriate cover is in place</p>	<p>No. of insurance policies reviewed</p>	<p>No. of insurance policies amended following review</p>

9	Traffic	Collection of Parking fees and fines Monitoring Parking / Parking Permits Review of Parking including Bye Laws etc	No. of parking fines issued. No. of parking permits issued Income generated from pay parking.	Income generated from parking fines, parking permits and pay parking. Parking Fines income - €147k Parking Permits Income - €47k	Pay Parking income - €1,348m Parking Fines income - €147k Parking Permits Income - €47k
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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	Current Baseline 2023
					Improvement Actions 2024
1	Advance the delivery of the priority capital projects as outlined below: <ul style="list-style-type: none"> • Killaloe Bridge & Bypass • N19 Shannon Airport Access Road • Ennistymon Bridge and Inner Relief Road (Blake's Corner) • N85 realignment at Kilnamona • LNDR • Shannon Estuary Embankments • CFRAM Projects at Springfield, Kilkee, Bunratty, Shannon & Kilrush • Doolin Pier Visitor Services Building & associated Carparking. • West Clare Greenway (Section 1 Kilrush to Kilkee) 	To provide professional and effective management of key infrastructural projects throughout the county in line with the Council's strategic plans; consistent with best design and building practices; achieve optimum value for money and safeguarding the County's built heritage	National KPIs do not apply.	Our own Performance Indicators look for the timely progress of all projects through the various stages of approval in accordance with the Public Spending Code and the various state guidance docs such as Project Management Guidelines,	N/A Undertake on an inter-directorate basis, with input from the Senior Team, a review of the PMO where the Council will ensure adequate resources are available to the renewed structure to deliver essential projects for the physical development of the County in line with Corporate Objectives.



• West Clare Greenway (Section 2 Ennis to Ennistymon) • Asbestos Remediation project • LIHAF Project at Claureen • Other Coastal Protection Works • Other Minor Flood Relief Works • Ennis Public Realm works • Mapping of Benefitting areas following completion of Ennis South Flood Relief Scheme • Completion of River Fergus Walk/Cycleway • Shannon Bunratty SMB Greenway proposal	Capital Appraisal Framework, Project Appraisal Guidelines, etc.	Progression of CFRAM Projects and the completion of Coastal Protection and Repair programme arising from storms and floods experienced in recent years.	N/A	Additional resources are required for the GDO due to volume of projects to be undertaken.
2	General Design Office	Delivering of cross directorate services and projects Development of Clare Digi Hubs Development and refurbishment of Council properties and facilities Development of tourist amenity facilities Design support for Project Management Office capital schemes	National KPIs do not apply.	Projects designed and completed

	<p>Design support for Transportation projects</p> <p>Delivery of Town and Village Renewal Projects</p> <p>Mapping and management of upgrade works to burial grounds</p> <p>Mapping and registration of all Council owned lands and properties</p>
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PRINCIPAL SERVICE: CIVIL DEFENCE – Assistance to the Principle Response Agencies (LA, An Garda & HSE). To assist at community & charity events.					
1	Objective:	Strategies:	KPI 2024	Measurement 2024	Improvement Actions 2024
				Current Baseline 2023	
1	Continuity of services	<ul style="list-style-type: none"> Civil Defence business continuity plan Risk assessment for Civil Defence activities Provide mandatory training to meet minimum training standard. 	<p>Update of safety statement & risk assessments</p> <p>Training records</p> <p>Records of assistance and services provided</p>	<p>Internal Review 2024</p>	<p>Annual review & audit of activity</p> <p>No improvement action required at this time</p>



2	Support to the frontline emergency services	<ul style="list-style-type: none"> Engagement with the Principle Response Agencies Availability of volunteer members to assist with requests for assistance received 	Completion of tasks requested by the Principle Response Agencies Training Records	Internal Review	Annual review & audit of activity No improvement action required at this time
3	Provide support to community events	<ul style="list-style-type: none"> Review any/all requests for community assistance Abide by current government guidelines in relation to community events & public gatherings 	Volunteer & Equipment Management System	Vehicle proposals approved for grant aid funding or procured	Annual review & audit of activity No improvement action required at this time
4	Maintenance and improvement of current vehicle fleet	<ul style="list-style-type: none"> Fleet service & maintenance program Apply to the Dept. of Defence for funding for fleet improvement Apply to Dept of Defence for funding for new drone 	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

PRINCIPAL SERVICE: FIRE & BUILDING CONTROL		Strategies:	KPI 2024	Measurement 2024	Current Baseline 2023	Improvement Actions 2024
1	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 2024.	Appointment of Professional Consultant Engineers for initial scoping and costing of the project before Dec 24	Request seeking approval to go to Tender for Professional Consultants has been sent to NDFEM.	No improvement action required at this time
2	Retain Accreditation to ISO 45001:2018 for the Fire & Building Control Safety Management System	• Continue to engage with the Health & Safety Section • Include NSAI commentary/advice from previous Site Assessments	Continued Accreditation to ISO 45001:2018	NSAI Surveillance Audits	Accredited to ISO 45001 in 2020	Continuous improvement based on 2022 Audit by NSAI Ensure compliance with Clare County Council's Safety Management System



3	Develop the Fire Service fleet with the preparation of appropriate submissions for grant aid funding from the DHP1G	Continuous review of Fire Service Fleet Preparation of Capital Funding proposals	Delivery of 1 No. new Class B Fire Appliance Delivery of 2 No. Vans subject to NDFEM approval Build Phase for a new Emergency Tender to commence	Vehicle Delivery Vehicle Delivery Vehicle Build to Commerce	Project completion Q3 2024 Project Nearing Completion PO Placed and contracts in place.	N/A	
4	Delivery of the Operational Fire Service	<ul style="list-style-type: none"> • Respond to all emergency calls for assistance. • Delivery of 2021 Training Programme • Continuation of Preventative Maintenance Programme • Ongoing recruitment of Personnel to maintain crew levels 	<p>F1 Cost per Capita of the Fire Service F2 Service Mobilisation</p> <ul style="list-style-type: none"> • Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations in respect of fire. • Average time, taken, in minutes, to mobilise fire brigades in Part-Time Stations in respect of all other emergency incidents. 	<p>Based on outturn of 2023 Budget</p> <p>Carried out in conjunction with Munster Regional Communications Centre</p>	<p>€49.75 ((2022 Figure))</p> <p>5.07 minutes</p> <p>5.35 minutes</p>	<p>Ongoing review of Incidents to ensure that where unusual times are noted, with identified remedial actions implemented, where necessary</p>	

	B. % of cases in respect of fire in which first attendance is at the scene after 10 minutes but within 20 minutes C. % of cases in respect of which first attendance is at the scene after 20 minutes D. % of cases in respect of all other emergency incidents in which first attendance is at the scene within 10 minutes 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	23.28% 26.10% 49.60% 24.30%	Review of relevant Fire Officers workload to
5	Continue to enhance the culture of compliance with the Buildings Regulations throughout County Clare	<ul style="list-style-type: none"> • Process and validate Commencement Notices 	P1 % of New Building Inspected Meet DHLIP inspection target of 13.6%



	<ul style="list-style-type: none"> Process, validate and grant Disability Access Certificates Monitor new works for compliance with the Building Regulations Implement the Construction Products Regulations as required 		12% – 15%	ensure that Building Inspection targets are met
6	<p>Monitor and enforce compliance with Dangerous Structures Legislation</p> <ul style="list-style-type: none"> Deal with Dangerous Structure complaints as they arise. Carry out enforcement proceedings as required. Recoup local authority costs, where possible 	N/A	N/A	<p>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</p>
7	<p>Continue to develop and implement a comprehensive fire safety education and awareness campaign throughout the county</p> <ul style="list-style-type: none"> Completion of Primary Schools Programme Provision of various Community Fire Safety initiatives Advise the Courts under the relevant Intoxicating Liquor Legislation Assessment of Fire Safety Certificates 	<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 400 smoke detectors.</p> <p>No. of Licences dealt with annually.</p> <p>94 (2023)</p>	<p>Awaiting Fire Safety Packs for Schools.</p> <p>Ongoing roll-out of scheme through delivering talks and identifying vulnerable people.</p> <p>Ongoing</p>

	A. % of applications for fire safety certificates received in 2020 that were decided (granted or refused) within two months B. % of applications for fire safety certificates received in 2020 that were decided (granted or refused) within an extended period agreed with the applicant	Granting of all Fire Safety Certificate Applications within the relevant periods 36%	64%	All FSC's are assessed within the two-month period, sometimes there is a delay in the re-submission of the further information requested.
8	Facilitate the preparation of the Major Emergency Plan and associated response by the Local Authority in conjunction with other agencies.	Support the Local Authority Major Emergency Management Committee Maintain and Update the Major Emergency Plan Engagement with other agencies at a local, regional, and national level	Facilitate MEM Committee meetings. Review of Major Emergency Plan Completion of Regional Work Programme Completion of COMAH Exercises where required	N/A Internal Review / NDFEM Feedback



PRINCIPAL SERVICE: SHANNON MUNICIPAL DISTRICT					
	Objective:	Strategies:	KPI 2024	Measurement 2024	Current Baseline 2023
1	Schedule of Municipal District Works - 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: 8 segments of road identified.	Tender process and effective management of resources to ensure VFM.	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 2024	Projects prioritised and timelines set in line with other works	Projects delivered	% of delivery	Scheduled works.
4	Discretionary Grants & GMA: Including road marking renewal, MD community grants, public realm maintenance, road safety measures – traffic calming, 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:	Resources confirmed and worked planned.	Maintained public realm	Performance expectations met.	Standard Operating Practice in place

	Including the grass cutting contract for the 130Ha green space in the MD the maintenance & cleaning of public spaces, streets, and bins.			
6	School Wardens: 5 Schools serviced by this part-time service.	Staff assigned with training and schools management engaged	Service levels maintained at each school	Continuity of service and expectations met.
7	Town and Village Renewal Schemes: Completion of Town and Village renewal schemes at locations throughout the MD.	Resources confirmed and works planned/underway	All projects will be completed by year end.	Completion of works
8	Active Travel Programme	Greenway Development (with PMO) / Bothar Sioda, Additional Footpath Works,	Resources confirm and project phases progressing	Delivery of key phases. Part 8 2024 and capital funding then sought, Funding allocated nationally to Greenway project Feb 23.
9	An Taisce (Joint Collaboration)	An Choill Bheag Programme	Works planned 2024	To be delivered – planting of native biodiverse trees
10	ORIS - Outdoor Recreation & Infrastructure Scheme	Tullyvarraga (200K)	Tullyvarraga underway	Delivery of Works Target completion 2025 subject to funding approval
11	Administrative & Technical Support to Elected Members	Serve as a liaison between different Council Departments for the benefit of the Elected Members. Provide technical knowledge in a timely manner to inform decision making. Work in partnership with local elected Members on delivery of projects through 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. NCMs responded to and acted on in a timely manner.



12	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 engagement. Implementation of all Protocols	Culture of H&S is embedded in all aspects of work programmes in Shannon MD	Ongoing Toolbox talks, safety training, required ticks for machines, appropriate documentation is retained.
13	Low-Cost Safety Schemes	Bealach Bri Shannon Bothar Mor Shannon (adjacent to Shannon Springs Hotel in Shannon)	Resources confirmed and allocated and works planned	Project to be delivered by Dec '24.	Scheduled work – Dec 2024
14	Achievement & maintenance of accreditations to enhance Shannon MD's profile.	Retain a Green Flag standard for the Shannon Town Park.	Standard achieved and retained in 2023.	Standard Achieved 2023.	Achieve & retain in 2024
		Submission of Looped Walk project under Excellence in L Govt Award	Shortlisted.	Embankment looped walk shortlisted for Excellence in LGovt Award '23.	Achieve the standard
15	Other Projects	Effective project management on the following projects Collaborative working with TCF Officer on Sixmilebridge Master planning, Shannon Town Masterplan, Improving Public Spaces, community initiatives, Biodiversity (An Chóill Beag, Shannon in Bloom), GMA and URDF Development	As Resources are confirmed the works will be scheduled	Projects delivered and grants secured	Scheduled Work
16	MD Emergency response e.g., Flooding	Ensure capability and capacity to deal with various types of emergencies. Flood mitigation works as required.	Effective and timely response	Issue resolved in a safe and timely manner.	

17	Public Liability Claims investigations	Provide Engineer's detailed report in a timely manner.	Investigations carried out in a timely manner.	Respond to legal requirements in a timely fashion.
18	Storm water network maintenance. Upgrade of pumpstations 3 & 6 in Shannon. Upgrade of Westbury Pumpstation,	Maintain storm water network.		Inspection of storm water network maintenance to include jetting and recording of same.





RURAL DEVELOPMENT



ANN HAUGH
Director of Rural Development

The principal function of the Rural Directorate is to ensure that a strategic rural & community development focus is maintained when delivering plans, programmes, and initiatives to support the revitalisation of towns and villages in County Clare and contribute to the social and cultural development of the County. The Directorate also supports the Corporate Agenda of the Local Authority and the Elected Members.

The Director, Anne Haugh, is responsible for the **Killaloe Municipal District** headed by Brian McCarthy, Senior Planner, in addition to other Senior staff Bernadette Haugh, Senior Executive Officer Rural & Community Development, Ann Reynolds, Senior Executive Officer, Corporate Services and Helen Walsh, County Librarian.

The **Rural & Community development** department seeks to support the growth of towns and villages in our County through working collaboratively with Community Groups and other local stakeholders. Central to this is community development support provided by four rural and community development officers whose role is to work with community groups of all sizes, local and regional organisations and other engaged parties, building the capacity of voluntary community leaders and organisations to identify and implement projects to target funding opportunities to deliver infrastructure, amenities and initiatives which will provide their areas with an identifiable comparative advantage. The strategic focus of the Rural & Community department is supported by the Clare Rural Development Strategy, the Local Economic and Community Plan, Age Friendly Strategy and Healthy Clare Action Plan.

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 Directorate is also responsible for the provision of **Library, Arts and Cultural services** in County Clare. A key focus in 2024 will be the delivery of the new County Library in Ennis.



Rural Development Delivery Plan 2024						
PRINCIPAL SERVICE: Rural & Community Development – To deliver on the objectives of the Clare Rural Development Strategy 2030 and Local Economic and Community Plan 2030 (LECP) including key projects & initiatives that will improve the quality of life and social and economic wellbeing of people in Co. Clare.						
	Objective:	Strategies:	KPI 2024	Measurement 2024	Current Baseline 2023	Improvement Actions 2024
1	Implement the Renewed Clare Rural Development Strategy 2030 through the facilitated input of the Clare Rural Development Forum	Clare Rural Development Strategy 2030	Baseline Data Identified for Objectives	Continued delivery of the actions under the 10 Strategic Objectives of the Clare Rural Development Strategy 2030.	Nil	Reconvene the Rural Development Forum & agree baseline data for 2024 to measure future implementation
2	Manage the Local Community Development Committee (LCDC) in its range of programmes and funding opportunities.	SICAP Programme Requirements 2024-2028	New Contract in place with Programme Implementors	SICAP KPI1: 44 Community Groups KPI 2: 581 Individuals	Nil (New Plan)	New Programme Requirements 2024-2028 in place

3	Finalisation and implementation of the Local Economic & Community Plan 2024-2030 & Implementation Plan 2024-2025	Draft Local Economic and Community Plan 2024-2030 Implementation Plan 2024-2025	Implementation Plan 2024-2025	Adoption of statutory Local Economic & Community Plan 2024-2030 for County Clare	Nil (New Plan)	First of three 2-year implementation plans published alongside the Framework LECP
4	Preparation of new Age Friendly Strategy 2024-2029	Age Friendly Strategy 2018-2022	Nil	New Strategy in Place	Nil (New Plan)	New actions identified
5	Implementation of Healthy Clare Action Plan 2023-2025	Healthy Clare Strategic Plan 2019-2021 (extended to 2022)	Healthy Weight & Mental Health	Number of projects & initiatives delivered through funding including Healthy Clare Micro Fund	Nil	Delivery of projects and initiatives promoting Health & Well-being in County
6	Coordination of Council Community Grants Schemes & National funding schemes under the Rural Investment Programme	Clare Rural Development Strategy 2030	Funding Opportunities: CLAR ORIS Town & Village RRDF Clare Local Area Grants Scheme Local Enhancement Programme Other National Funding Opportunities	- No. of projects submitted for funding - No. of applications in receipt of funding - Amount of funding received - No of projects successfully delivered	10 Strategic Objectives of Clare Rural Development Strategy 2030	Nil



7	Management of County Burial Ground capacity requirements	Clare Rural Development Strategy 2030	Nil	Ensure records are maintained and rules of operation adhered to.	Extension of the County Burial Ground	Nil
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PRINCIPAL SERVICE: Cultural Services			Strategies:	KPI 2023	Measurement 2023	Current Baseline 2023	Improvement Actions 2024
1	Library Library HQ and Branch Operations. Effective promotion of library and its activities.	National Public Library Strategy “The Library is the Place” (2023-2027) Clare Library Strategy “Charting the future – the hybrid library” (2023-2027). Local Marketing Plan.	L1 no of Library visits (321,400). No of items issued (358,626) and no of registered members (19,437).	KPI's as 2023.	KPI's as 2023.	KPI's are beginning to stabilize after covid period.	Full functionality of all service points.

2	Capital Delivery – new county library. Construction completed end of Q1 with hand over for fit out and official opening Q2 2024	National Public Library Strategy “The Library is the Place” (2023-2027) Clare Library Strategy “Charting the future – the hybrid library” (2023-2027).	n/a	Performance against programme of contractor.	Construction commenced in April 2022, anticipated opening Q2 2024	Contractor required to stay on programme and within budget.
3	Arts Programme Support to the arts sector. Establish the new art gallery for Ennis and expand the visual arts programme	Draft a new arts plan for 2024 onwards.	n/a	No Local Authority KPI's. Annual returns to the Arts Council and reporting through the Local Authority Annual Report.	Current arts plan out of date	Consult and draft a new Arts plan for the period 2024-2028
4	County Museum Increase visitor numbers for 2024	Clare Heritage Plan 2023-2029 MSPI Standards Programme including 3-year strategic plan Reimagine the Past for the Future – Local Authority Museums Network Strategic Plan 2022-2026	Maintenance of MSPI accreditation up to 2025.	Performance based on numbers accessing the Museum on an annual basis. New strategic plan and Education policy.	Numbers entering the Museum post covid 18,000 visits in 2022 and 22,063 in 2023.	Increase visitor numbers through effective marketing.
5	Archives To preserve for the benefit of the community archives of social, cultural and economic importance for the county,	Statutory requirement for each Local Authority to preserve and make accessible archival material to the public	n/a	No KPI's – performance based on no. of queries handled and closed out and no. of materials catalogued and preserved.	Steady numbers of public requesting archival material in 2023.	Continue to accept and process new collections. Continue digitization programme. Add appropriate scanned collections to Digital Repository of Ireland for public access.



6	<p>glór Deliver a consistently excellent visitor experience.</p> <p>Deepen, broaden & diversify engagement.</p> <p>Embed more sustainable practices.</p> <p>Improve our financial health.</p>	<p>Draft a new strategy for 2024 onwards.</p>	<p>Feedback from audiences & artists. Attendance figures.</p> <p>Participation programmes and partnerships initiated.</p> <p>Website and social media analytics. Green Action Plan created. Revenue increases across all areas. Budget control and variance tracking.</p>	<p>Annual returns to Arts Council.</p> <p>Balanced accounts at year end.</p> <p>Satisfaction score of 80% or above.</p> <p>10% increase in attendance. At least 3 participation programmes launched.</p> <p>10% growth in online followers. Green Action plan progress measured.</p>	<p>Attendance: 49k tickets sold</p> <p>Social media: 16K followers 1.6K following.</p> <p>Green Policy completed.</p>	<p>Invest in staff training in customer service, accessibility, and sustainability. Increase marketing budget and deliver a suite of participation programmes. Explore new partnership opportunities with community groups/entities. Explore additional grant opportunities.</p>
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PRINCIPAL SERVICE: CORPORATE SERVICES		Strategies:	KPI 2024	Measurement 2024	Current Baseline 2024	Improvement Actions 2024
1	Further develop and support all directorates in the corporate compliance and support role in data protection, freedom of information, ethics, and overall corporate governance	<p>Manage 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>Facilitate the processing of FOI requests, Internal Reviews and Office of the Information Commissioner Appeals</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>Reduction in complaints</p> <p>12 in 2023 16 in 2022 14 in 2021 17 in 2020</p>	<p>12 in 2023 16 in 2022 14 in 2021 17 in 2020</p>	<p>Ongoing Customer Service training</p> <p>Online system introduced in 2021, reviewed and updated annually.</p> <p>Regular updates and training for FOI decision makers</p> <p>Compliance with FOI legislation –</p> <p>under the FOI Act, 2014</p>



	<p>Monitor compliance with GDPR and Data Protection legislation</p> <p>Manage the Annual Register of Electors and comply with requirements under the Electoral Reform Act 2022.</p>	<p>Process Data access requests within statutory timeframes</p> <p>Capturing PPS No. and Date of birth for electorates on Live register. Processing applications received via checktheregister .i.e.</p>	<p>Compliance with Data Protection Legislation –</p> <p>Capturing PPS No. and Date of birth for electorates on Live register. Processing applications received via checktheregister .i.e.</p>	<p>Ongoing training and updates for Data Protection nominees</p> <p>Participate in National Electoral Registration Modernisation project.</p>
2	<p>Co-ordinate the delivery of Clare Co Co Innovation Strategy to work with departments to deliver innovation in service delivery</p> <p>Work with project team to progress further online and services (internal and customer facing) to deliver through the online portal.</p>	<p>Assist in research and support business innovation ideas through the Business Innovation Group.</p>	<p>No of business improvement Projects supported and delivered.</p> <p>Phased Project Plan in place</p>	<p>Delivery on business improvement projects</p> <p>2023 11 Projects</p> <p>2022 5 projects</p> <p>Phase 2 -grants online completed</p>
3	<p>Enhance communication and share information so that all staff, Elected Members, and citizens understand the aim, purpose and scope of Clare County Council's including review of our communication platforms including website and social media platforms</p>	<p>Update Clare County Council Communications Strategy and provide associated guidance to our Council staff.</p> <p>Administer Council meetings in accordance with statutory requirements, including publication of agendas, minutes and reports and facilitating</p>	<p>Strategy in place to guide and inform internal and external communications</p> <p>Meetings scheduled in accordance with statutory requirements</p>	<p>Communications procedures in place.</p> <p>Meetings scheduled in accordance with legislative requirements</p>

public and media access to meetings.	Continue to review, develop, and expand the methods of communicating key Council messages externally to members of the public and internally to staff.	C3-B Social Media followers High-quality output of printed material and design, complemented with a consistent and strong brand.	and remote meetings facilitated. Social Media followers 2020: 195,573 2021: 221,568 2022: 240,139 2023: 359,860	statutory requirements.
	Manage the Graphic Design and Print Service. Enhance and reinforce a consistent brand across Clare County Council through the implementation of corporate style guidelines across the organisation.	20% of advertising in the year shall be in the Irish language. 5% of money spent on advertising shall be in the Irish language through Irish language media.	Increased media following through targeted media campaigns. Continued production of High-quality print and design material.	Increased volume of advertisements through Irish.
	Continue the delivery of communications in the Irish language.	Logging of Irish advertisements placed with ongoing monitoring during the year.	20% Irish Language advertising 2023	



PRINCIPAL SERVICE: Killaloe Municipal District						
	Objective:	Strategies:	KPI 2024	Measurement 2024	Current Baseline 2023	Improvement Actions 2024
1	Implement the <i>Elected Members of Killaloe MD – Workplan and Strategy</i> and update as necessary.	Elected Members of Killaloe MD – Workplan and Strategy to be commenced	Action under all items to be commenced	Ensure progress and update at each MD Meeting	Plan completed in 2023 and in place	Update the Plan in Q3
2	Submission of Proposals for Rural Grants 2024	Clare Rural Development Strategy 2026 - Our Rural Future	Delivery within timeframe of funding	Delivery of CLAR, TVR schemes	Scarriff RRD Cat 1 Application submitted in Q1	Number of Submissions made by MD across available funding streams.
	Delivery of Rural projects granted in 2023	Increased capacity building of communities by Killaloe MD.				
3	Blue Flag Amenity – Upgrade and 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 Environment Section Clare Tourism Strategy	Retention of Blue Flag Status Public Complaint register	Retention of Blue Flag Flag	Blue Flag retained 2023.	Successful introduction of Water Sports Aquapark in Ballycuggeran

4	Delivery of Schedule of Municipal District Works 2023	<p>County Development Plan 2023-2029, NDP.</p> <p>NTA Sustainable Transport Measures</p>	<p>R1: Pavement Surface Condition</p> <p>Index (PSCI) Ratings</p> <p>R2: Road Works</p>	<p>Increased % of Roads Resurfaced.</p> <p>Completion of PSCI for Road Network in MD</p> <p>Delivery of all KMD Active Travel Projects</p> <p>R3: % of motor tax transactions conducted online.</p> <p>Senior Team Plan 2024</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 Licensing, Signage Licensing are progressed with consistent speed and quality.</p>
5				<p>R3: % of motor tax transactions conducted online.</p> <p>Senior Team Plan 2024</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 Licensing, Signage Licensing are progressed with consistent speed and quality.</p>





SOCIAL DEVELOPMENT



JASON MURPHY
Director of Social Development

Jason Murphy leads the Social Directorate in the Director of Services role within Clare County Council with Pádraig MacCormaic, in the Senior Executive Officer position, responsible for Housing and Ukrainian Services/ Integration Team. Adrian Headd, in the Senior Engineer role has responsibility for Housing Technical services while Leonore O’Neill, Senior Executive Officer, has responsibility for the management for North Clare (Ennistymon LEA) and the Sport & Recreation functions.

The Social Development Directorate of Clare County Council comprises of 4 functional areas of:

- **Housing:** Provider of housing solutions and services for people who are in need and who are deemed eligible for social housing support.
- **North Clare (Ennistymon Local Electoral Area):** Area administration of functions with particular focus on the physical environment while supporting the deliverables of the WCMD Strategy and Work Plan (2020).
- **Sports & Recreation:** Management and development of the council’s sporting facilities, including Active Ennis (Lees Road / Ennis Leisure etc.), Active Kilrush and the development of the County Sport Plan 2024.
- **Ukrainian Services/Integration Team:** The team is responsible for the strategic management of the Ukrainian & migrant response and coordinates the Clare Community Response Forum.

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 all those in need across the county, to enhance our sporting facilities and outdoor amenity while encouraging participation and to ensure the development of our public infrastructure and community resilience in North Clare.

Housing delivery continues to be a priority for the Directorate with the ongoing challenge of meeting the targets set under Housing for All in the context of an ever-increasing housing need and a complex housing market. This focus aligns closely with our broad range of housing support services to our existing customers and those contacting us with housing needs.

Working with our colleagues in Property Management we continue 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 Social Directorate has responsibility for the coordination of the Council’s response to the Ukrainian crisis with a team in place to develop integration supports and coordinate the response. As of February 2024, there are approximately 5,562 Ukrainian Beneficiaries of Temporary Protection accommodated in County Clare.

Based in Ennistimon, the directorate encompasses the North Clare teams delivering the annual road-works program, the 2020 municipal district strategy and identifying new opportunities to enhance community outcomes.

The directorate also manages a number of key Council-operated sporting facilities and strategies across the county such as Lees Road, Ennis Leisure and Active Kilrush. These business areas are represented in Divisions A, D and F of the budget 2024.



Social Development Delivery Plan 2024					
PRINCIPAL SERVICE: Social Directorate All Services					
	Objective:	Strategies:	KPI 2023	Measurement 2023	Current Baseline 2022
1	Finalise team development plans under the Performance Management Development System detailing specific tasks and actions to be delivered within the targets 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 2024 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.	2023 complaints	

PRINCIPAL SERVICE: Housing					
	Objective:	Strategies:	KPI 2024	Measurement 2024	Current Baseline 2023
					Improvement Actions 2024
1	<p>Develop Housing-led accommodation projects appropriate to identified needs across the range of delivery streams.</p> <p>Work with approved housing bodies and agencies to maximise use of available accommodation options and associated funding.</p> <p>Implement an appropriate land acquisition strategy to facilitate existing and future construction programme needs.</p>	<p>Government Policy "Housing For All"</p> <p>H1: Social Housing Stock</p>	<p>Target delivery of 153 new social housing units in 2024</p>	<p>Out turn 2023 = 151 units</p>	<p>Continue to work with the Housing Agency to develop our countywide Affordability opportunities.</p>
2	<p>Homeless Services</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 homeless services</p> <p>Provide additional supported accommodation projects in Clare to support the transitions from homelessness to accommodation., and increased emergency accommodation capacity.</p>



3 Facilities & Asset Management Further embed the Customer Relations Management System to manage customers and processes within the Housing Department Implement Adjust asset management system across the fixed assets of the directorate. Review and reduce vacancy period for relets.	H2: Housing Vacancies H3: Average Re-letting Time and Direct Costs H4: Housing Maintenance Direct Costs	Monitoring of use of new CRM system Roll out new asset management model. Number of days a property is taking to relet.	Review current practices to reduce turnaround time on vacant properties by at least 4 weeks during 2024 Average time taken to relet a property.
4 Housing Support Services Review and enhance the model for estate management and tenancy sustainment across the Council social housing stock. Housing Allocation Implement Social Housing Allocations Scheme in the allocation of dwellings to those deemed qualified for social housing support.	Anti-Social Behaviour Strategy 2020-2026 Social Housing Allocation Scheme 2021 Social Housing Assessment Regulations 2011 Summary of Social Housing Assessments (SSHA) for 2023	Number of complaints received, processed, and closed in period. Number of social housing applicants allocated social housing in the period. Number of social housing applicants approved for social housing support in the period.	Tenancy enforcement team established. Number of allocations in the period
5 Traveller Accommodation Implement the objectives of the Traveller Accommodation Programme for 2019-2024	Traveller Accommodation Programme 2019-2024		Finalise Traveller Accommodation Programme for the period 2025 - 2029
6 HAP/RAS including Private Rented Inspections Continue work programme to achieve target inspection of registered tenancies for 2024 as set out by the DHLGH.	Minimum Rented Standard SI 17 of 2017 as amended by SI 137 of 2019	H5: Private Rented Sector Inspections	Out-turn 2023= 1105 properties inspected. Target was 25%, (990)

7	Delivery of the Defective Concrete Blocks Redress Scheme which is now up and running for private homes. An aligned remediation scheme for local authority dwellings to be established	Remediation of Dwellings Damaged by the use of Defective Concrete Blocks Act 2022. SI No. 347 of 2023 - Defective Concrete Blocks Regs.	No. of household applications processed as received at each stage.	No. of household applications processed as received at each stage.	Progress remediation scheme for local authority dwellings when established in acc. with the reg's.
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PRINCIPAL SERVICE: West Clare Municipal District Enniscattery LEA						
	Objective:	Strategies:	KPI 2024	Measurement 2024	Current Baseline 2023	Improvement Actions 2024
1	Submission of Proposals for Rural Grants 2024	WCMD Strategy & Work Plan Clare Rural Development Strategy 2020 Increased outcomes for communities through various projects & engagement: Supporting local community groups, Town Teams, etc.	Delivery within timeframe of funding	Delivery of CLAR, TVR schemes Number of Submissions made by MD across available funding streams.		Meetings with various community groups across the MD to gain further insights on need.
2	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 2030	Retention of Blue Flag Status Public Complaint register	Retention of Blue Flag 2023.	Blue Flag retained 2023.	



3	Delivery of Schedule of Municipal District Works 2024	Strategically plan work base on geographical areas and resource availability. In line with County Development Plan 2023 -2029, NDP.	Complete list of works included in annual Schedule of MD Works.	Increased % of Roads Resurfaced. Completion of PSCI for Road Network in MD	SMDW (Schedule of Municipal District Works) completed in full as adopted at Council.	Review spending in various codes throughout year. Review completion of various stages of works throughout year Ensure that projects are planned and Delivered in the MD.
		NTA Sustainable Transport Measures	R1: Pavement Surface Condition Index (PSCI) Ratings R2: Road Works	Delivery of WCMD Active Travel Projects 2023	Previous Active Travel projects in MD	
		Active Travel Projects 2024				
4	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 2024 WCMD Strategy & Work Plan 2020	R3: % of motor tax transactions conducted online.	On-line systems to measure including timely payment of invoices plus internal review of practices. Number of CRM items closed. No. of insurance claims processed.	No. of Road opening/signage/street furniture licences processed during 2023	Ongoing reviews with staff throughout year. Improvements made where required.
5				Monthly reports from Roadmap Licensing System	Advance projects towards RRDF categories as appropriate Seek funding opportunities to progress priority projects.	
			WCMD Strategy & Work Plan 2020 'Our Rural Future' 'Town Center First'			

PRINCIPAL SERVICE: Sports & Recreation			
Objective:	Strategies:	KPI 2024	Measurement 2024s
1. Sports Capital delivery	Seek to commence and draw down the grant funding allocated to CCC under the 2021 Sports Capital Fund - MUGA Kilrush, Dressing Rooms Kilrush and Refurbishment of Lees Road Synthetic Running Track.	Percentage of project complete	
2. Climate change/ energy efficiency	Continue to work as part of the Corporate Energy Management Team - Develop projects relating to Rainwater Harvesting (Ennis Leisure), Wastewater Recycling (Ennis Leisure) and Electric Vehicle Opportunities (Lees Road)	Measures implemented	
3. IT integration and optimisation	Refurbishment for the Leisure Centre Flooring (Community Recognition Funding) - Re-tile pool facilities. Continue to work cross-directorate to ensure compliance with audit/financial control.	Project completion	
4. Sports Partnership	Work with the Sports Partnership and other agencies to increase participation in sport in Clare. (i.e. Recreation Officer role)	Initiatives activated	
5. Local Sports Plan	Deliver a Clare Local Sports Plan as part of national pilot	Plan created	



PRINCIPAL SERVICE: Ukrainian Services					
	Objective:	Strategies:	KPI 2024	Measurement 2024	Current Baseline 2023 Improvement Actions 2024
1	Community Response Forum: Coordination of the Community Response Forum (engagement platform) comprising 5 working committees across the county with 60+ representatives.	Identify gaps in service provision across 30+ services in county Clare: to signpost and generate multi-agency solutions as appropriate.	Participation in meetings with service solutions and updates provided by forum members.	Response level to calls for programmes and projects i.e., Healthy Ireland initiatives, Community Recognition Fund 2023.	13 County and 12 Regional Community Response Forum meetings held in 2023 Review Response Forum structures in view of national changes relating to wider migration policy.
2	Media & Communications: Ensure appropriate and effective communication of response efforts and impacts to the community, local and national media.	Work on a cross directorate and interagency basis to develop and strengthen communication channels having regard to Misinformation/Disinformation.	Level of promotion	Establishment of new platforms for communication.	N/A Work on a cross departmental basis to develop new platforms.
3	'Offer a Home' and ITC Pledged Accommodation': To deliver these accommodation response schemes: maintain homeowner support and confidence by all stakeholders.	Respond to the changing national policies in respect of Offer a Home.	Accommodation provided and level of engagement.	No. properties offered/matched/ extended. Maintain a clear set of auditable files.	NA Review of procedures and efficiencies in light of ever-changing national context. Review of associated H&S practices.
4	Identification/ Activation & Management of accommodation solutions including Refurbishment and Modular:	Work with national departments/structures to identify potential & appropriate accommodation solutions.	Numbers of those accommodated in suitable longer-term accommodation solutions.	Numbers accommodated and nature of solutions to meet social and economic need.	N/A Strengthen the network of accommodation solution providers to identify and develop appropriate alternative accommodation solutions such as refurbishment/modular.



TOURISM DEVELOPMENT



LEONARD CLEARY
Director of Tourism Development

The principal function of the Tourism Development Directorate is to ensure that a strategic tourism development focus is maintained when delivering plans, programmes, and initiatives across the functional areas of tourism, broadband and digital infrastructure provision. This is in order to develop the tourism industry in County Clare occurs and that jobs will be created as a result.

The Tourism Development Directorate is responsible for Tourism Development along with Broadband and Digital Transformation. The Director, Leonard Cleary, is also responsible for the Kilrush Electoral Area, West Clare Municipal District headed by John O’Malley, Senior Executive Officer. with Deirdre O’Shea, Head of Tourism, Urban McMahon, Head of IS – Digital & Broadband, Geraldine Enright, General Manager Cliffs of Moher Visitor Experience and Clare Tourism North West, Donnacha Lynch, Head of Commercial & Shared Services, and Stepehen Hanley, General Manager, Clare Tourism East.

The principal function of the **Tourism Directorate** is to ensure that a strategic focus is maintained when delivering plans, programmes, and initiatives across the functional areas of tourism development so that the tourism industry in towns and villages in County Clare grows in a more sustainable way.

For 2024, the key focus of the Tourism Department is:

- Implement Clare Tourism Strategy 2030
- Manage tourism development and grants and projects
- Manage the Clare Tourism Advisory Forum
- Engage on policy with the Rural (Tourism) SPC

For 2024, 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 2024.
- Manage and Lead the Tourism Department in the Product Development and in the delivery of four key capital projects throughout the County.
- Oversee the Operations of the Visitor Attractions of Vandeleur Walled Gardens and Loop Head Lighthouse.

The overall work programme of the Tourism Department of Clare County Council is fully aligned to national, regional, and local policy, which seeks to underpin socio-economic regeneration generally. The approach of the Tourism Department is to take a pro-active approach to rural and small urban



regeneration. This is a key national policy objective under the National Planning Framework. The Tourism Department within Clare will address the capacity of Clare County Council to position itself to access national investment packages, under the National Development Plan, for rural tourism initiatives as well as bespoke tourism funding through Fáilte Ireland and other state agencies.

The key focus of the **Broadband and Digital** Department:

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

The key focus of the **Cliffs of Moher & Clare Tourism North West 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 **Shannon Heritage and Clare Tourism East Department** is:

- To operate all Clare-based tourism sites operated by Shannon Heritage.
- To prepare a strategic plan for renewal of the Shannon Sites

The key focus of the **Clare Tourism Commercial and Shared Services Department** is:

- To implement Human Resources and Financial policies of Clare County Council
- To provide Human Resources, Commercial and Financial Services to support tourism operations.

The key focus of the **Kilrush Electoral Area, West Clare Municipal District** is:

- To provide local services through the MD office in Kilrush.
- To implement the “West Clare MD Plan of Priority Strategic Projects”.
- Co-ordination of services projects in West Clare MD.
- To manage Active Kilrush.

Tourism Development Delivery Plan 2024					
PRINCIPAL SERVICE: Tourism		Strategies:	KPI 2024	Measurement 2024	Improvement Actions 2024
	Objective:	Current Baseline 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 Tourism Advisory Forum. Work Programme to align to the Strategic Priorities as set out in the Clare Tourism Strategy 2030.	Number of catalyst and / or supporting Tourism capital projects explored and delivered with the support of the Tourism Department. Specifically for 2024: Address the key recommendations of the Comprehensive review of Campervan and RV Parking Facilities as well as a County wide Accommodation Audit.	KPIs achieved and being further developed. Review engagement with the tourism trade and database to identify possible further enhancements. Review opportunities for enhanced digital marketing opportunities. Work with experts on international case studies to align what can be applied to County Clare.



<p>2 Continue to work with Earthcheck and ATU Sligo to establish County Clare as a destination to become internationally certified as a Sustainable Tourism Destination:</p> <p>Continued progress of the Green Team who work on a cross-directorate basis along with key industry stakeholders as well as members of the Clare Tourism Advisory Forum.</p>	<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 Co Clare has a strong Tourism sector.</p>	<p>Aim for GSTC (Global Sustainable Tourism Council) destination certification using ETIS (European Tourism Indicators System) toolkits for the county of Clare.</p>	<p>Implementation of CCC Actions as set out in each KPI / strategy document.</p>	<p>KPIs achieved and being further enhanced.</p>	<p>Continually review and engage with local tourism industry and national state agencies in line with Government guidance.</p>
<p>3 Lead on the Strategic Marketing Plan for Clare.</p>	<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>Clare Tourism Dept will promote and market the County, providing necessary supports and collateral to the local Tourism trade and industry.</p>	<p>Continued Tourism Industry engagement.</p>	<p>Monitor and measure current business sentiment to ensure marketing strategies align.</p>	<p>Continually review and engage with local tourism industry and national state agencies in line with Government guidance.</p>
<p>4 Strategic Partnership with state agencies to include Fáilte Ireland to ensure the implementation of Clare County Council actions under the specific Wild Atlantic Way and Ireland's Hidden Heartlands Projects.</p>	<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>Also align to regional and national Fáilte Ireland and Tourism Ireland Marketing Campaigns.</p>	<p>Implementation of Clare County Council actions under:</p>	<p>Shannon Tourism Masterplan; Burren and Cliffs of Moher Destination Experience Development Plan (DEDP); Cliffs Coast DEDP and Lough Derg DEDP.</p>	<p>Implementation of CCC Actions as set out in each project strategy document.</p>

5	<p>Project Management of each RDf capital project (Loophead Lighthouse; Inis Cealtra (to include both the Rectory Refurbishment and the An Bord Pleannala Process); Vandeleur Walled Garden and Visitor Centre)</p> <p>Management of operations of Visitor Experiences (Loop Head Lighthouse and Vandeleur Walled Gardens (VWG))</p>	<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>Implementation of Actions in accordance with Scope of Project and work programme set out, within Budget allocation.</p>	<p>Implementation of Actions in accordance with Scope of Project and work programme set out, within Budget allocation.</p>	<p>Continued engagement with Elected Members, Board Members, key Stakeholders and Local Tourism Communities.</p>
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PRINCIPAL SERVICE: Digital and Broadband					
	Objective:	Strategies:	KPI 2024	Measurement 2024	Current Baseline 2023
					Improvement Actions 2024
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"> Liaise with Service Providers to facilitate the roll out of broadband. Provide supports and assistance to ensure successful rollout of National Broadband Plan Rollout programme. Establish Broadband Connection Points Hubs and open access WiFi points throughout the County as per national rollout programme. Establish a programme providing Digital Hubs at strategic locations throughout the county. Establishment of Digital/Innovation Hubs at Strategic Locations in the 	<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>Successfully facilitate rollout of Broadband Plan</p> <p>Establish point of contact and re appointment of Broadband Officer</p> <p>B.C.P.'s now established.</p> <p>Complete Hub programme.</p>	<p>Engagement with NBI ongoing</p> <p>Broadband Officer re Appointed</p> <p>B.C.P. programme and WiFi4EU programme in place.</p> <p>11 Hubs now established at locations throughout county.</p> <p>Continue proactive engagement with NBI and all stakeholders.</p> <p>Maintain point of contact through Broadband Officer and implement Department guidelines.</p> <p>Programme. Maintain B.C.P.'s and open access points established under WiFi4EU Programme.</p> <p>11 no Hubs to be established and operating as part of DigiClare Initiative. Enhance facilities where possible.</p>

	County and develop DigiClare project.	available through Hubs.	Project commenced.	Increase usage of facilities
	<ul style="list-style-type: none"> Market an promote County Clare as a “remote working location” . 	<p>Develop a marketing Strategy to promote County as a remote working location and implement same</p> <p>Promote locations on various platforms, locally nationally and internationally.</p> <p>Develop promotional prospectus further</p> <p>Develop marketing strategy and implement actions.</p> <p>Participate in national remote working / Digital initiatives of benefit to the county and region.</p>	<p>DRCD Funding secured for strategy development and implementation.</p> <p>Engagement with organisations and groups ongoing.</p> <p>Continue proactive engagement with Grow remote organisation, Mid-Western Regional Authority and other relevant partners</p>	<p>Promote “DigiClare” online through a number of social media platforms.</p> <p>Enhance online presence</p> <p>Update Remote working Prospectus for Co Clare and Launch.</p> <p>Develop marketing strategy.</p>
2.	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Build Community awareness Enhance Community ability 	<p>Ongoing community awareness campaign</p> <p>Engage with individual communities, groups and local teams providing direction and support</p> <p>Link with education providers and communities to</p>	<p>Engagement with town Teams and community groups ongoing.</p> <p>Engagement with Education Providers,</p> <p>Develop programmes in conjunction with Hub facilities.</p> <p>Continue proactive engagement with Education providers.</p> <p>Identifying opportunities</p>



		support skills development			for collaboration and project linkages.
3.	Identify, support, and promote digitally focused projects of scale throughout the County.	Support locally identified projects.	Identify and support local projects across the county with a view to building the infrastructure, skills, and impacts of digital technologies. Identify funding opportunities	Identify local projects with Communities.	Cat 2 RRDf Complete. CAT 1 calls in 2024 Development Digital Innovation Projects.
4	Support Clare Tourism Digital Services	Implement and maintain I.C.T Infrastructure supporting Clare Tourism D.A.C and associated Tourism services	Manage and deliver I.C.T Projects within necessary timeframes	Manage Clare Heritage De-Merger project. Setup and Maintain new Clare Tourism Development I.C.T Infrastructure	Prepare Category 1 RRDf funding application for Scariff Community Hub Setup and Maintain new Clare Tourism Development I.C.T Infrastructure

		Strategies:	KPI 2024	Measurement 2024	Current Baseline 2023	Improvement Actions 2024
Objective:						
1	Operate the Cliffs of Moher Experience on behalf of Clare County Council	<p>A: Deliver world class experiences in a safe, accessible, authentic, and welcoming environment focusing on distribution of visitors</p> <p>B: Champion best practice in sustainability and conservation of the Cliffs of Moher, the environment, culture, and heritage, while protecting the status of The Burren and Cliffs of Moher UNESCO Global Geopark. Collaborate with stakeholders to contribute to the development of a prosperous, local community and economy.</p> <p>C: Develop Digital Strategies to support the activity</p>	<p>Revenue Visitors</p> <p>Visitor Distribution</p> <p>Visitor Segmentation</p> <p>Visitor Satisfaction</p> <p>Energy Measurement</p> <p>UNESCO Geopark Code of Practice</p> <p>Community Engagement</p> <p>Stakeholder Engagement</p>	<p>Monthly Balance Score Card.</p> <p>Measurement</p> <p>Review Targets at Management Meetings</p>	<p>2023 Review Completed</p> <p>Report on distribution.</p>	<p>Focus on distribution of visitors.</p> <p>Develop new products and experiences</p> <p>Grow Domestic Visitors</p> <p>Build on Event Calendar.</p> <p>Investigate Solar Power for the site.</p> <p>Invest in Heat Pump and upgrade BMS.</p> <p>Site remedial works</p> <p>Implement Habitats plan and Visitor Management Plan including capacity management.</p> <p>Successful in digital that Delivers support program.</p> <p>Growth achieved in FIT advance</p>



		Social Media Followers Integrated Booking and Ticketing E-commerce	bookings. Growth in digital platform following.	Actively engage with a wide range of external stakeholders. Secure and upgrade current systems Progress Digital that Delivers Support Explore integrated booking and ticketing system for Clare tourism sites.
internally and externally. Collaborating with the Clare Tourism IT Unit in implementation.	D: Change Management Develop workstreams across Finance and Human Resources to integrate with Clare Tourism Development DAC	Transition HR to Clare Tourism Structures, Policies and Procedures. Develop departmental workstreams.	Introduction of Promo codes Transfer of staff to Clare Tourism Development DAC Strengthen Communications	Develop workstreams to facilitate transition to Clare Tourism Development Research and Explore Learning Management System Invest in TIVS and Efficient Rostering
	A: Identify and Categorise Projects under identified pillars	Deliver on identified projects (20) – 7 key key projects are listed here. ✓ World Class Experience Sustainability Digital Transformation ✓ Change Management	Progress Review on a fortnightly basis with management team Steering Committee Review Project Progress	Cliffs of Moher Strategy 2024 at environmental assessment stage Recommend Masterplan Design to Planning phase.

			Cliffs of Moher coastal Walk Management Plan tender stage.	Commence and Complete Cliffs of Moher Coastal Walk Management Plan.
		Implementation Group Review Project Progress	Ennistymon Office Derelict Building Refurbishment	Apply for planning permission, tender for contractor to build, commence construction.
		Implementation Team Review Project Progress	Coastal Walk Repairs Team Review Progress	<p>Phase 1 maintain</p> <p>Phase 2 almost complete</p> <p>Phase 3 commenced, planning sought, ORIS Measure 3 complete, landowner engagement</p> <p>Site identified, property assessment complete.</p>
		Park and Ride Facilities in Lisdoonvarna Project Team Review Progress	Tailored Guided Tours	<p>Continue to maintain Complete works</p> <p>Obtain planning, and progress repair works.</p> <p>Ultra lux products</p> <p>Focus on quality local food and produce, Expo 2023</p> <p>Execute Ultra lux product</p> <p>Program guided tours and value add experiences to improve distribution</p>



	Visitor Experience Management Tram Review Progress	Exhibition Upgrades ledge 4 d experience	Execute 2024 Clare Retail Expo
		Complete Ledge 4-d experience, complete exhibition upgrade	

Principal Service: Shannon Heritage & Clare Tourism East			
Objective:	Strategies:	KPI 2024	Measurement 2024
		Current Baseline 2023	Improvement Actions 2024
1 To integrate Shannon Heritage visitor sites into the Clare County Council Tourism portfolio	• Organisation Structure Review	Completed by Q2 2024	Number of catalyst and / or supporting Tourism capital projects explored and delivered with the support of the Tourism Department.
2 Prepare for the opening of Inis Cealtra in 2025	• Technical Due Diligence Report	Commenced by Q2 2024	Number of catalyst and / or supporting Tourism capital projects explored and delivered with the support of the Tourism Department.

		Tourism Department.		
3	• Food & Beverage Report	Tenders awarded by Q2 2024	KPIs achieved and being further developed.	Refresh Site and Buildings in Bunratty
4	• Inis Cealtra Plan	Refurbishment completed by Q4 2024	KPIs achieved and being further developed.	Phase 2 – Inis Cealtra commenced to design and planning.

Principal Service: Clare Tourism Commercial & Shared Services:	Objective:	Strategies:	KPI 2024	Measurement 2024	Improvement Actions	
					Current Baseline 2023	2024
1	The development of the commercial services of Clare Tourism visitor attractions and maintain a	Aligning to national, regional, local Policy and Strategy the objective of the Tourism	Implementation of Actions in accordance with Scope of Project	Implementation of Actions in accordance with	Implementation of Actions in accordance with	Compete the tender process for retail, catering



	profitable revenue generating, sustainable, self-financing model for Clare Tourism.	Department is to underpin socio-economic regeneration and to ensure that County Clare has a strong Tourism sector.	and work programme set out, within Budget allocation.	Scope of Project and work programme set out, within Budget allocation.	Scope of Project and work programme set out, within Budget allocation.	and beverage operations at Clare Tourism sites.
2	To implement Clare Tourism Development DAC Human Resources policies to all Clare County Council owned tourism sites and to implement the financial policies of Clare County Council across the local authority owned tourism sites.	Aligning to national, regional, local Policy and Strategy the objective of the Tourism Department is to underpin socio-economic regeneration and to ensure that County Clare has a strong Tourism sector.	Implementation of Actions in accordance with Scope of Project and work programme set out, within Budget allocation.	Implementation of Actions in accordance with Scope of Project and work programme set out, within Budget allocation.	Implementation of Actions in accordance with Scope of Project and work programme set out, within Budget allocation.	To integrate the Shannon Heritage Sites into Clare County Council Financial Management system.
3	To provide Human Resources, Commercial, Financial Services and administration support tourism operations.	Aligning to national, regional, local Policy and Strategy the objective of the Tourism Department is to underpin socio-economic regeneration and to ensure that County Clare has a strong Tourism sector.	Implementation of Actions in accordance with Scope of Project and work programme set out, within Budget allocation.	Implementation of Actions in accordance with Scope of Project and work programme set out, within Budget allocation.	Implementation of Actions in accordance with Scope of Project and work programme set out, within Budget allocation.	To implement and agree Clare Tourism Development HR Policies across all Clare Tourism Sites to implement HR Strategy for Shannon Heritage.
4	To act a key point of contact for Legal, insurance, audit across all Clare Tourism sites.	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	Implementation of Actions in accordance with Scope of Project and work programme	Implementation of Actions in accordance with Scope of Project and work programme	Implementation of Actions in accordance with Scope of Project and work programme	Continually review and engage with Clare County Council Finance Department regarding the Clare Tourism financial management.

	Clare has a strong Tourism sector.	set out, within Budget allocation.	within Budget allocation.	out, within Budget allocation.	Ensure the statutory audits of Clare County Council subsidiary companies is completed in line with statutory guidelines.
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PRINCIPAL SERVICE: West Clare Municipal District – Kilrush Local Electoral Area					
	Objective:	Strategies:	KPI 2024	Measurement 2024	Improvement Actions 2024
			Baseline 2023	Current	
1	Plan and Delivery of the annual Schedule of Municipal District Works	Strategically plan work base on geographical areas and resource availability. In line with County Development Plan 2023 -2029, NDP.	Complete list of works included in annual Schedule of MD Works.	Increased % of Roads Resurfaced.	Review spending in various codes throughout year.
		R1: Pavement Surface Condition	Completion of PSCI for Road Network in MD		Review completion of various stages of works throughout year.
	Active Travel Projects 2024	Index (PSCI) Ratings NTA Sustainable Transport Measures	R2: Road Works	Delivery of WCMD Active Travel Projects 2023	Previous Active Travel projects in MD
2	To deliver through the Kilrush office - Motor Tax online, housing rents, Receiving Civic Amenity Sites cash, General public and	Corporate Plan 2019-2024	R3: % of motor tax transactions	On-line systems to measure including timely payment of	Ongoing reviews with staff throughout year.



	Councillor queries, Back office payroll & Roadworks Programme administration Engage with all parties associated with IPB public liability claims to ensure progress.	Senior Team Plan 2024 WCMD Strategy & Work Plan	conducted online. To progress in a consistent manner statutory licences Ensure systems such as MapRoad Licensing, Signage Licensing are progressed with consistent speed and quality.	invoices plus internal review of practices. Number of CRM items closed. No. of insurance claims processed. Monthly reports from Roadmap Licensing System	licences processed during 2023	improvements made where required.
3	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 WCMD Strategy & Work Plan	R2: Roadworks Retention of Blue Flag Status Public Complaint register	Retention of Blue Flag Extension/improvements to existing facilities	Blue Flag retained 2022.	New facilities Platform for Growth Kilkee Cappa Blue flag to be retained. Parking Bye Laws to be enforced in Doughmore Park improvements at number of beaches
4	Supporting local community groups, Town Teams, etc	Engage with groups on ongoing basis in conjunction with Community & Rural Development Officer WCMD Strategy & Work Plan Clare Rural Development Strategy 2026	Ensure successful partnerships and that works for areas progressed Delivery within timeframe of funding	Feedback on engagement. Outputs from discussions, workloads for MD	Review progress on works throughout various locations and number of grant related projects in area.	
5	Responding to public, councillors. Dealing with complaints. Council meeting, Notice of	Our Rural Future	Continue good relations with public representatives and	Efficient response to queries/complaints. Bi	CRM output	

	Motions. GMA allocations and spending related to MD works	have open and clear communication. Deal with public queries and complaints efficiently	Monthly Notice of Motion responses		
6	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
7	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.	
8	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
9	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
10	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	



11	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
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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
- Anti-Social Behaviour Strategy 2020-2026
- 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
- Local Authority Museums Network Strategic Plan 2022-2026
- Marine Planning Policy Statement
- Met Eireann strategic plan 2017-2027
- Mid-West Region Homeless Action Plan 2021-2024
- National Adaptation Framework (2018)
- National Broadband Plan
- National Development Plan
- National Climate Change Strategy
- 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 Fra
- 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
- “The library is the Place” National Public Library Strategy 2023-2027
- Traveller Accommodation Programme 2019-2024
- Water Services Policy Statement 2018-2025
- Wind Energy Development Guidelines
- Vacant Homes Action Plan 2023
- OECD Studies on SMEs and Entrepreneurship: SME and Entrepreneurship Policy in Ireland

- 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
- Report of the SME Taskforce: National SME and Entrepreneurship GrowthPlan
- People Place and Policy Growing Tourism to 2025

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 TransportStrategy
- The Regional Indicators Report – Monitoring Framework for the Implementation of the Regional Planning Guidelines
- Strategy plans of other regional bodies, e.g. HSE, Garda Síochána
- Flood Risk Management Plans and Maps including relevant local plans (floodinfo.ie/publications/)
- Shannon Flood Risk State Agency Coordination Working Group
- Mid-West Regional Enterprise Plan - 2020

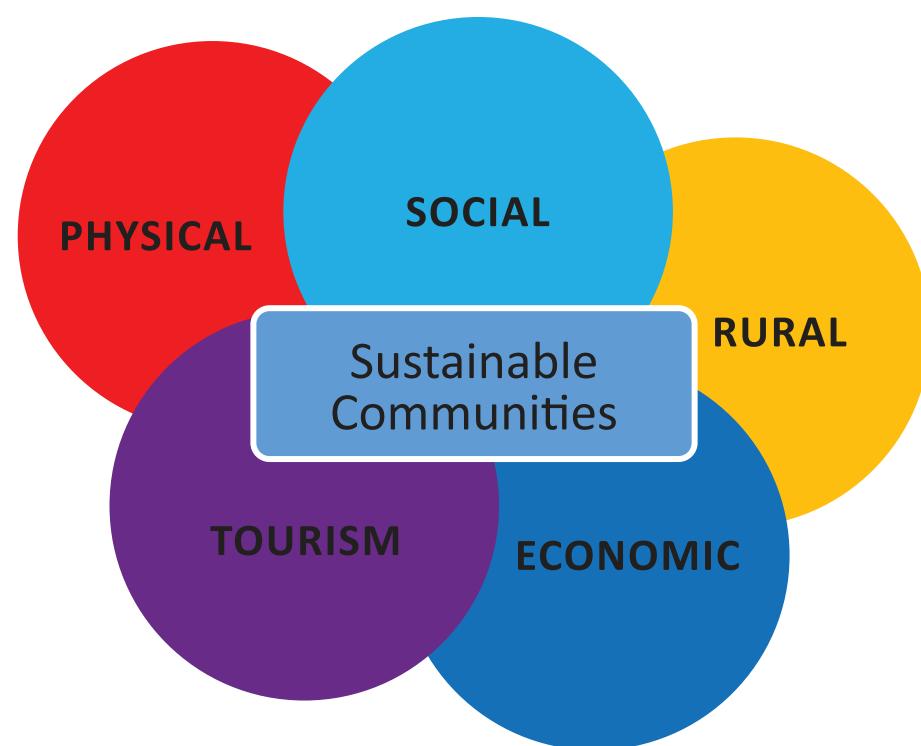
LOCAL

- Clare County Council Management Objectives 2024 – 2025
- Clare County Council Budget 2024
- County Clare Local Economic and Community 2016 –2021
- Clare Age Friendly Strategy 2018 - 2022
- Local Enterprise Development Plan
- Clare County Development Plan 2023-2029
- Local Area Plans
- Tourism Strategy



- Clare County Heritage Plan 2023-2029
- Clare County Biodiversity Plan 2024-2030
- Cliffs of Moher strategy
- Climate Change Adaptation Strategy 2021-2024
- Renewed Clare Rural Development Strategy 2030
- Healthy Clare Strategic Plan 2019-2022
- Clare Library Strategy 2023-2027
- Clare Tourism Strategy 2030
- 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
- Employee Health & Wellbeing Plan 2024

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





COMHAIRLE CONTAE AN CHLÁIR
CLARE COUNTY COUNCIL