



COMHAIRLE CONTAE AN CHLÁIR
CLARE COUNTY COUNCIL

Clare County Council Annual Service Delivery Plan 2025

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

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NOTE FROM CHIEF EXECUTIVE

I enclose for the consideration of the Cathaoirleach and Members of this Council, Clare County Council's Annual Service Delivery Plan for 2025. 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 2025, 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.

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,



Dr Carmel Kirby
Interim 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 2024-2029
- County Development Plan 2023-2029
- Performance Management Development System (PMDS Process)
- Budget 2025
- 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 (2025).

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 inclusive local government that will lead the social, economic, physical, rural and tourism development of our county, having sustainable communities at its heart.





Our Corporate Core Values

Clare County Council is guided by a number of core values in pursuing the implementation of this plan and in our everyday service provision.

OUR CORE VALUES



OUR PEOPLE

- Democratic
- Civic Leadership
- Partnership
- Social Inclusion
- Socio Economic Growth



OUR SERVICES

- Quality Services
- Accessibility
- Inclusivity
- Sustainability
- Effective & Efficient



OUR GOVERNANCE

- Transparency
- Accountability
- Integrity
- Equitable
- Public Interest



STRATEGIC OBJECTIVES 2024 - 2029

Five strategic themes have been identified as part of the development of this Plan reflecting the complex and interlinked working environment of the organisation. These themes crosscut all departments in the organisation in the delivery of our services to the people of Clare. Each theme has an associated high level strategic objective, and each strategic objective has been translated into high level priority actions across directorates.

Housing for All

Facilitate the supply of housing, both public and private, in the county to provide sustainable, quality, and affordable housing options.

Economic Growth

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

Physical Infrastructure

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

Sustainable Tourism

Make Clare a globally renowned sustainable and vibrant destination, easily reached and traversed, and recognised for its rich cultural assets, its stunning and open-space landscapes, its compelling array of remarkable experiences, and for its welcome and exceptional hospitality.

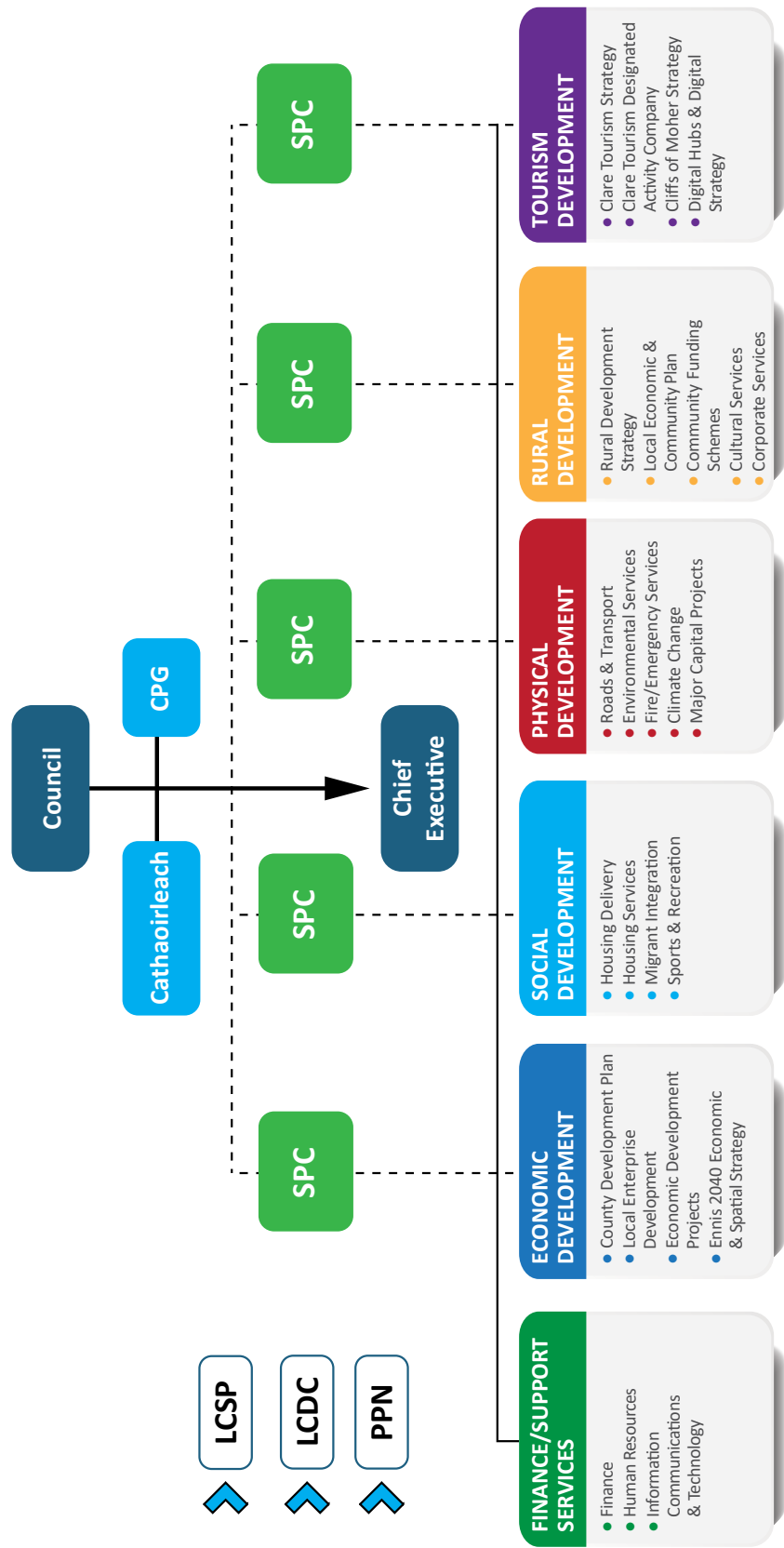
Quality of Life

Improve the social, cultural and economic wellbeing of people in Clare, facilitating access for all to housing, employment, education, healthcare, transport, recreation, amenities and cultural activities.



LOCAL GOVERNMENT AND CLARE COUNTY COUNCIL

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 five 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

Reserved functions are exercised by the Councillors having regard to the division of such functions at two levels as set out in the 2014 act. 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 (SPC's) 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 five SPCs namely: -

- Social Development
- Physical Development
- Economic Development
- Rural Development
- Tourism Development

Each SPC is chaired by an Elected Member and is supported by a Director of Services in their particular area of responsibility. The task of the SPC is to assist and advise the Council in the formulation, development and review of policy. Final policy decisions, however, will ultimately rest with the full Council acting as a body.

Audit Committee

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

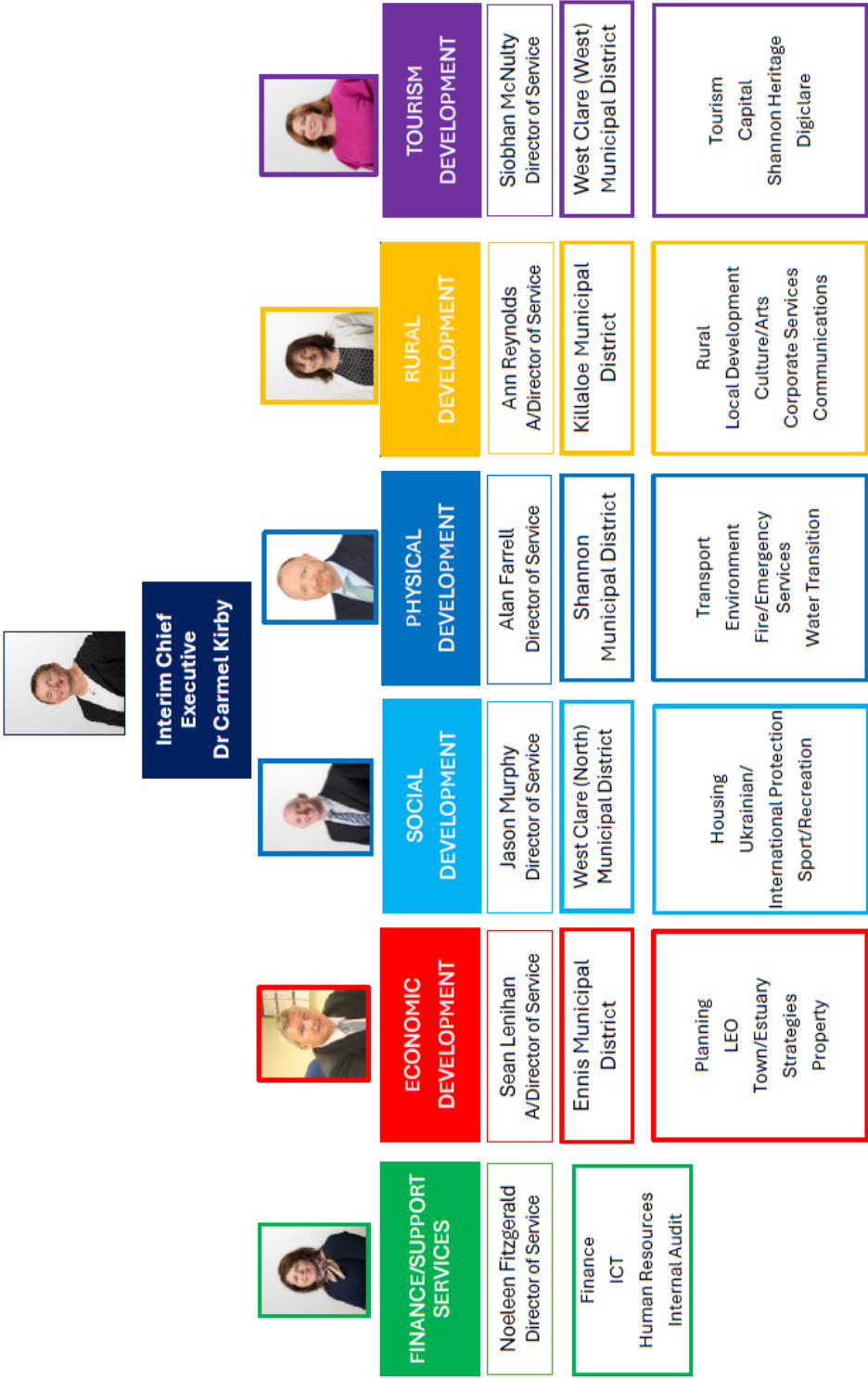


Monthly Management Reports

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



STAFFING STRUCTURE





FINANCIAL LANDSCAPE - BUDGET 2025

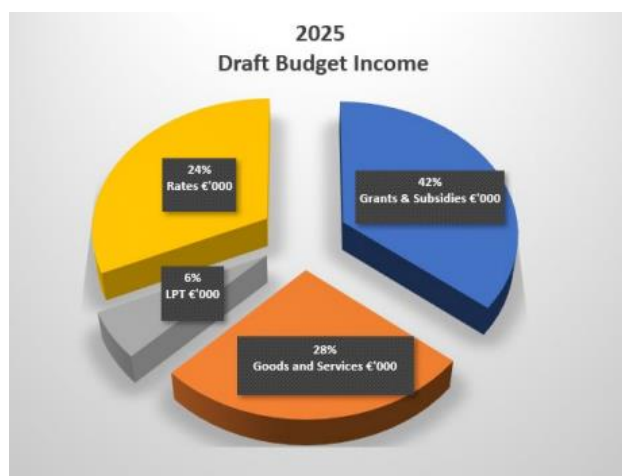
The level of services in Local Authorities is close to 1,000 different areas of statutory and non-statutory functions. The continuation of this service provision in a time of rising costs and effectively eroded budgets, placed significant challenges in presenting a balanced budget to members.

The economic implication of geo-political uncertainty continues to prove challenges in presenting a balanced budget to Members for their consideration and adoption. Energy costs are not returning to pre-2021 levels and inflation increases are occurring across all of our cost bases. While the finance markets are stabilizing, they are not returning to pre-2021 levels and this is eroding existing budgets. There has been some easing in inflation, but ongoing global financial uncertainty will continue into 2025. The last number of years has seen the Council progress, and in doing so, new facilities and services are in place that require an ongoing maintenance and operation budget. This has come in lieu of investment in other services where there is no additional funding identified.

The Council's budget model is easily understood when one sees an imbalance between required expenditure and available income. To balance the budget, it required us to generate more income or reduce expenditure or a combination of both. The additional services, infrastructure and the impact of inflation over the last Council explains the challenges we have faced and will face over the term of the new Council. There is limited opportunity to invest where needed without reassigning budgets from core services or delivering on increased income and cost base efficiencies in order to support investment in local roads and other local services.

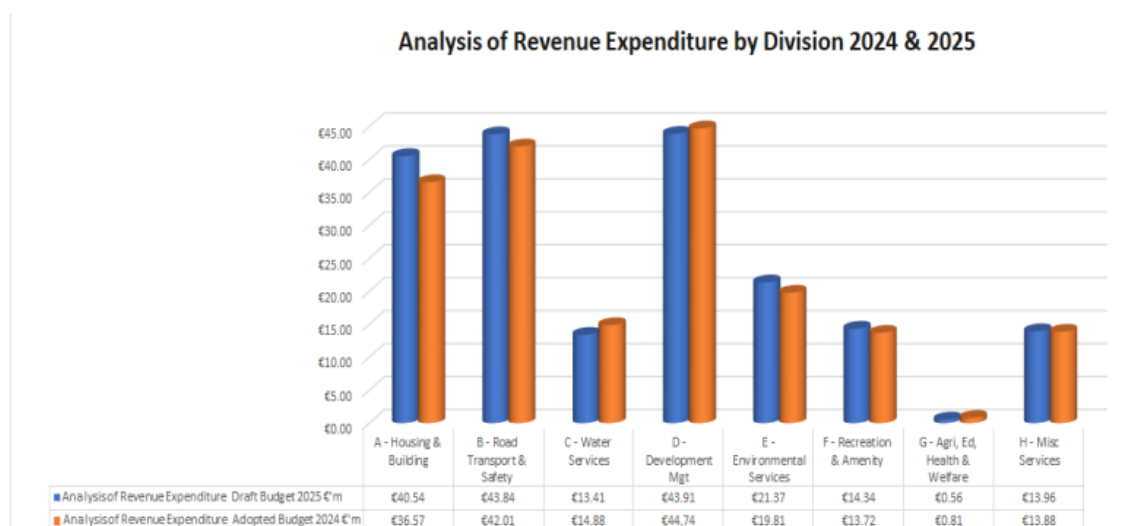
Budget 2025 provides for income and expenditure of €191.9m, an increase of €5.5m over the previous year. This additional expenditure is balanced by increased income from grants/subsidies.

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 2024	Budget 2025
A - Housing & Building	€38,571,766	€40,538,889
B - Road Transport & Safety	€42,005,229	€43,839,540
C - Water Services	€14,881,655	€13,410,975
D - Development Mgt	€44,742,912	€43,912,416
E - Environmental Services	€19,806,332	€21,369,336
F - Recreation & Amenity	€13,715,614	€14,341,206
G - Agri, Ed, Health & Welfare	€806,233	€558,357
H - Misc Services	€13,879,762	€13,956,823
Total	€186,409,503	€191,927,542



(Fig. 2)



Local Property Tax

The 2025 allocation from Local Property Tax funding to Clare County Council has been confirmed as €11.67m. This represents a €34k increase over the 2024 allocation. The decision of Members at the September 2024 statutory meeting to retain the same level of Local Property Tax for the term of the Council is reflected in the allocation. This is a positive decision by Members in securing the funding and bringing some financial certainty to this process.

Organisational Resources approved at Budget 2025

The Service Delivery Plan sets out objectives based on the Budget approved by the Elected Members. In this regard, the Council's Budget 2025 provides for a total expenditure of €191.9 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 2025	% of Budget
A - Housing & Building	€40,538,889	21.1%
B - Road Transport & Safety	€43,839,540	22.8%
C - Water Services	€13,410,975	7.0%
D - Development Mgt	€43,912,416	22.9%
E - Environmental Services	€21,369,336	11.1%
F - Recreation & Amenity	€14,341,206	7.5%
G - Agri, Ed, Health & Welfare	€558,357	0.3%
H - Misc Services	€13,956,823	7.3%
Total	€191,927,542	100 %



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, Rural and Support Services 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 front facing public services are set out below aligned to the Corporate Plan.

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, budget preparation with elected members, commercial rates billing and collection, supplier payments, payroll administration, procurement compliance 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.

The **Human Resources** department activities include the roll out of comprehensive Learning & Development opportunities for staff, oversight of the Employee Assistance Policy and employee welfare/wellbeing, recruitment, pay and superannuation, industrial relations management, and workplace partnership. Human resources services are delivered in accordance with the Council's Workforce Plan, the National People Strategy, the Public Sector duty for Equality and Human Rights, mandatory health and safety training and the National Agreements governing the sector. The department will in 2025 identify emerging staffing requirements with a focus on skills/talent 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** (IA) 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. In 2025 the IA function will oversee the development and rollout of a guidance document for this council on governance and oversight of subsidiary and associate entities.

The **Information Systems Department** provides ICT development and support services, including enterprise applications, network management, web technology, information security, and digital innovation. In 2025, the department will focus on significant upgrades to web services, enhancing communications, improving interoffice connectivity, and transitioning to digital processes. These advancements are designed to enhance internal and external users experience and improve efficiency across all Clare County Council directorates.



Finance and Support Services Delivery Plan 2025						
PRINCIPAL SERVICE: FINANCE						
	Corporate Plan Objective:	Actions:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
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 2025 Revenue Budget Facilitate and manage the 2026 Budget Strategy consultation process with focus on maximising all Council Income Streams, cost reduction; value for money and revenue collection and efficient service delivery.	No. of Deadlines met. Public Consultation, CPG and Member engagement in line with statutory regulations and timelines	No. of reports submitted within deadline. Balanced budget.	Accurate and timely reporting supported by period end reviews. Deadlines Met	Enhance processes to improve reporting. Manage the Annual Budget Process in an efficient and effective manner in full compliance with legislation
2	Continued Management of Commercial Rates, as the main income source of this council. By providing an accurate and current database with 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.	90% Collected	% collected	88%	Review use of Debt Management reporting, legal process for collection and customer engagement.
3	Continue to develop and implement Tax Compliance processes and procedures in addressing areas of	Review Tax Compliance processes and procedures in line with	Tax Compliance and Tax Head review	Tax Compliance and Tax Head review	Tax Compliance and Tax Head review	Implement process improvements as identified.



compliance as New Tax legislation and sector requirements emerge.	emerging and changing legislation and tax modernisation.	All contracts are procured in line with OGP guidelines.	No. of contracts procured in compliance with OGP guidelines	Current procurement compliance	Introduce the use of a procurement reference embedded into the financial management system to ensure compliance and support reporting.
4 Complete Review of large-Scale Capital Projects in various stages of planning to align to annual budget planning and adoption to include agreeing priorities within financial and non-financial resources	Implementation of the Council's Corporate Procurement Plan for 2025 - 2027 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. Support the implementation of the three-year Capital Budget for 2025 - 2027 with associated funding needs identified. Continue to implement and enhance the capital project monitor system. 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.	Three Year plan presented to council	Three Year plan presented to council	Three Year plan presented to council	Three Year plan presented to council
		Capital project Appraisal Compliant	Capital project Appraisal Compliant	Capital project Appraisal Compliant	Promoting best practise to all in implementing Capital project Appraisal Guidelines



PRINCIPAL SERVICE: HUMAN RESOURCES						
	Objective:	Action	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
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 suitable and high calibre staff to the council as their employer of choice. Develop and implement a Learning and Development Plan 2025 and implement an Employee Health & Wellbeing Plan 2025 that incorporates staff welfare, proactive health awareness and resilience.	Number of candidates applying for job opportunities. Number of staff participating in and availing of initiatives.	Number of candidates applying for job opportunities Learning and Development Plan in place. Employee Health & Wellbeing Plan in place.	Number of candidates applying for job opportunities. Learning and Development Initiatives. Employee Welfare programme of supports.	Innovate recruitment process to attract candidates. New innovative and proactive learning and development solutions.
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.	Ensure the sufficient allocation of staff resources across the organisation and provide key supports in Recruitment, IR, Welfare, Core & Superannuation/Payroll Promote employee relations and engagement through internal communications, engagement with unions and managing industrial relations.	Meetings with Directorates 3 times pa. Implementation of new communication solutions.	Number of meetings. Project implemented.	Bi-annual meetings. Intranet/extranets and traditional communication methods	3 meetings per Directorate. Research and implement a new communications tool.
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 practice maintained with appropriate communications and information to staff, customers and relevant stakeholders Action plan developed	Number of actions implemented.	Working group established. Initial assessment undertaken.	Publication of the Action Plan.



PRINCIPAL SERVICE: ICT						
	Objective:	Actions:	KPI 2025	Measurement 2025	Current Baseline 2025	Improvement Actions 2025
1	Continue to play a vital role in innovation and the delivery of digital services, both internally and externally, underpinned by reliable, fit-for-purpose ICT services with robust information and cyber security measures in place.	Support the delivery of innovation and national digital projects. Support the delivery of national enterprise solution	Increased No of project delivered associated with the local Innovation Strategy and national digital strategy.	Increased No of project delivered associated with the local Innovation Strategy and national digital strategy. Continuous improvement in ICT Security Limited down time of ICT services	Systems that are still manual 2024 ICT support request Compliance with NCSC Score above average. Aim Limited down time of ICT services	Support the development of additional digital service options to replace manual services Proactive support to reduce end user downtime. Maintain High availability of ICT services. Improve communication technologies, enterprise and user software, and networks to ensure comprehensive system access regardless of location. Continuous monitoring of ICT services and DR recovery tested.
		Compliance with NCSC standards.	Compliance with NCSC standards.			
		Multiplayer approach to protect information systems and services aligned to government standards.	Limited down time of ICT services			



ECONOMIC DEVELOPMENT



SEÁN LENIHAN
A/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, Addressing vacancy and dereliction, 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.

The Directorate's over-riding objective is to facilitate a proactive economic environment where businesses can locate, grow and create sustainable employment, supporting our communities, thus stimulating and 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 Facilities, Derelict Sites and Vacant Homes)
- Town Centre First (engagement, plan development and implementation)



Economic Development Delivery Plan 2025						
PRINCIPAL SERVICE: ECONOMIC DEVELOPMENT						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1	Work in partnership with Ennis 2040 DAC to deliver projects under the <i>Ennis 2040 Economic and Spatial Strategy</i> to drive economic growth and deliver social and environmental improvements to Ennis and its surrounds.	Complete a review of pipeline projects, assess viability and agree priority site developments. Assess future projected capital investment.	Support the completion of identified site acquisitions.	Support the development and completion of site masterplans followed by submission of Planning applications	No site acquisition to date. No site development.	Completion of key site acquisitions and proactive stakeholder engagement. Priority projects progressed.

PRINCIPAL SERVICE: STRATEGIC ECONOMIC INITIATIVES						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1	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	Secure Commercial Operator for Kilrush MTC. Secure funding, property solution and procurement strategy	Consideration of Legal Issues; background EIA/AAA work undertaken Obtained, Preferred Model of delivery in progress.	Progress the Project in line with project plan. Establish & resource project team.



PRINCIPAL SERVICE: MARINE SPATIAL PLANNING						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
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 renewable energy (ORE) off our coast and the creation of supply chain job creation for the ORE sector.	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 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1	Prepare an Ennis Town and Environs Local Area Plan or alternative on foot of the New Planning Act 2024 being commenced. Prepare the Shannon Town and Environs Local Area Plan or alternative on foot of the New Planning Act 2024 being commenced. Or incorporate a zoning plan and settlement strategy into a Variation of the CDP.	Commence the plan making process Commence the plan making process	Facilitate public engagement, prepare a draft plan engage with elected members. Facilitate public engagement, prepare a draft plan engage with elected members.	Meeting statutory requirements Meeting statutory requirements	No baseline information or tender briefs prepared to date. Issues Paper prepared and initial public consultation completed. Working on preparing a draft plan.	Commence the pre-draft plan making process Commence the pre-draft plan making process while awaiting the commencement of the Planning Act 2024.



2	Make arrangements for full implementation of the Planning and Development Act 2024 (when commenced)	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.	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 to be made in March 2025. Explore other possible funding options to seek to deliver in partnership with NPWS key projects from the plan.	Await the outcome of the RRDF 2025 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 about to be submitted.	Funding secured and projects brought to tendering stage.
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
5	Implement the Residential Zoned Land Tax as it applies to Local Authorities.	Comply with statutory requirements.	RZLT map produced identifying lands in-scope for the tax. on which the RZL Tax will be implemented by Revenue	Are statutory requirements being met?	On-going	Statutory compliance



PRINCIPAL SERVICE: DEVELOPMENT MANAGEMENT						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
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, Bord 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 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
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 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1	Complete Heritage Council Funded Projects once funding approval has been announced.	Prepare briefs and award tenders. Manage consultants	Projects to be completed by October 2025 Finalised by year end.	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	Finalise projects.



PRINCIPAL SERVICE: BIODIVERSITY					
Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1 Apply for funding opportunities.	Prepare brief and award the tenders. Manage consultants and facilitate public consultation in the plan preparation.	Projects to be completed November and December 2025	Biodiversity Projects to be completed by year end (2025)., Completion of Clare Biodiversity Action Plan 2025-2030 and Heritage Council Funding drawn down	Pre-draft public consultation for Clare Biodiversity Action plan completed and Draft plan in preparation	Biodiversity Plan making process to be completed. 2025 Biodiversity Work Programme underway and aligned to the plan.
2 Complete Clare County Biodiversity Action Plan 2025-2030	Bring the completed Biodiversity Action Plan before Council for endorsement	Biodiversity Action Plan endorsed by Council	Biodiversity Action Plan to be endorsed by the Elected Members	Biodiversity ELBAF and Council projects in preparation.	

PRINCIPAL SERVICE: CONSERVATION OF BUILT HERITAGE					
Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
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 2025



PRINCIPAL SERVICE: TAKING IN CHARGE OF ESTATES						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
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 20254. Carry out remedial works to 5 estates	Have the targets been met?	Programme of works agreed for 2025	Review Registers and historical information. And bring all registers up to date.

PRINCIPAL SERVICE: PROPERTY MANAGEMENT						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
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 and buildings owned by the Council	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	Number of leases and licences	Number of leases and licences	Complete current ones and advance new ones in line with protocols
2	Advance the Capital works programme as agreed from time to time, subject to funding plan for each project. Projects include: Sixmilebridge Courthouse Improvement Electrical and Mechanical improvements on various Council owned buildings. Maximise economic use of all buildings. Progress the refurbishment of former Library Headquarters Building and plan for re-use of the Manse building in Ennis	Buildings and property to be developed in line with approved capital works programme.	Projects approved, commenced and completed.	Project progression	Current stage of each project	Completion of the projects commenced in 2025 and early 2026.



PRINCIPAL SERVICE: DERELICT SITES						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2025	Improvement Actions 2025
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	250 Active files 10 CPOs to be advanced- Target set by Department	300 active files Prepare strategy which will involve additional resourcing in this area in line with Programme for Government Activation of any sites where CPO has been completed, including sale Continue the billing of Derelict Sites levy

PRINCIPAL SERVICE: CASUAL TRADING						
	Objective:	Strategies:	KPI 2024	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1	Manage the annual casual trading licences, under 2021 Bye Laws	Manage the annual casual trading licences.	Number of licences issued	As required.	As required.	Develop an IT system to support the processing of licences

PRINCIPAL SERVICE: VACANT HOMES ACTION PLAN 2023 TO 2026						
	Objective:	Strategies:	KPI 2024	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1	Advance the key elements of the Government's Vacant homes Action Plan 2023 and 2025 Programme for Government, e.g., Vacant Homes Grants Scheme and identification of vacant properties	Implement and promote the Vacant Property Refurbishment Grants scheme, assessment of applications and payment of	500 applications since scheme commenced	No of applications received, approved and paid	500 applications received up to end of 2024	Efficient assessment of applications. Inspections of works when completed and prompt payment of



		approved grants in line with the Programme for Government					grants and legal work completed
		Continue actions on identifying vacant properties and engagement with owners to activate them					
PRINCIPAL SERVICE: FACILITIES & BUILDING MANAGEMENT							
	Objective:	Strategies:	KPI 2024	Measurement 2025	Current Baseline 2024	Improvement Actions 2025	
1	Manage and maintain our corporate buildings to a high standard and in line with Health and Safety requirements. Prepare plan for Procurement of service contracts across buildings	Implement improvements in Aras Contae and Chláir and Waterpark Campus	Improvements carried out. Level of compliance with annual inspections	Number of issues arising	Over 80% compliance	Service contracts in place for most services. Review of working arrangements for some elements of work programme	
PRINCIPAL SERVICE: LOCAL ENTERPRISE OFFICE							
	Objective:	Strategies:	KPI 2024	Measurement 2025	Current Baseline 2024	Improvement Actions 2025	
1	Proactive client engagement through advisory clinics, webinars, mentoring programme and training programmes	Discuss all LEO Clare services with clients	Number of clients who engage with services (Note, TOV seminars no longer applicable hence reduction in measurement)	1405	1594	Mentoring assignments incorporated in conjunction with other supports provided.	
2	Mission programme to develop increased exports with a particular focus on United Kingdom.	Focused diagnostic of business capability and trade mission in Q4 2025.	Number of participating businesses	6	6	Proactive engagement with minimum 25 clients to assess their ambition and capability to innovate and enter export markets.	



3	Continued focus on upskilling programmes focused on building competitiveness and entrepreneur development. Targeted at high potential clients.	Specific management and leadership development programmes. Delivery of training will be a combination of physical and online.	Number participants attending Management Development Programme.	58	55	Greater emphasis on targeted intervention as distinct from numbers attending training.
4	Productivity Interventions: Green for Business, LEAN for Business and Digitalisation initiatives, Energy Efficiency Grant, Grow Digital Voucher	Promotion via LEO website, webinars, social media and newsletter, Lunch & Learn Roadshow, Business Clinics	Number of participating enterprises	62	51	Proactive engagement with minimum 62 clients to identify those that can benefit from this intervention.
5	Continue to deliver a targeted programme on supporting female entrepreneurship	Participation in 4 Women in business events, and National Women's Enterprise Day	Number females participating	258	258	Participants are selected based on ambition and capability.
6	Ongoing delivery of Measure 1 grant support (Feasibility, Priming and Business Expansion)	Promotion of Measure 1 grant offerings via LEO website, social media, online events and newsletter and client engagement	Number of enterprises to apply for various	30	28	Promotion via social media and local media.

PRINCIPAL SERVICE: TOWN CENTRE FIRST						
	Objective:	Strategies:	KPI 2024	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
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	1	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 establish TCF Town Teams	Town Teams Set Up or re-configured	1	2	Support/Establish active Town Teams feeding into development and implementation of Masterplans
				40	60	



	aligned to national requirements	No. of stakeholders engaged during TCF Plan development			
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 Teams to secure funding for key projects	2	1
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 in Q1 2025 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 Q1 2025.	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 to be developed & Public Consultation	Set up of formal Town Team	Ongoing consultation
					Masterplan completed and active promotion of site to potential occupant(s). Town team Set up.



PRINCIPAL SERVICE: ENNIS MUNICIPAL DISTRICT					
	Objective:	Strategies:	KPI 2024	Measurement 2025	Current Baseline 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.	Purple flag accreditation 2024 (Interim report)	Quality applications	Purple flag, Age Friendly & International Tidy Town awards
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.	Assist Tidy Towns to maintain highest standards. Maintain service whilst facilitating blended arrangements.	CRM cases closed in a timely manner. NOMs responded to and acted on in a timely manner.	Review progress in previous years and implement suggested improvements for • Purple Flag, • Friendliest town • Tidy towns • IBAL • Continue to implement innovative projects.
3	Delivery and Promotion of key Capital Projects	Effective project management.	Achieve 2024 milestones.	Works completed against plan. Adhere to grant deadlines.	Continue Agreed & funded projects delivered Agreed & funded projects underway Work with General Design Office colleagues in advancing the statutory processes for Ballyallia project ORIS Project funding T&V Renewal Community Recognition Funding 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	Continue to support festivals in Ennis	• 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



								• Support new festivals and events (Choral, Daniel O'Connell, etc)
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.	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 ongoing and future operation and maintenance of the Clarecastle Barrage and other key and critical flood defence/relief infrastructure	
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.	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.	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.	Work ongoing	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	Appropriate funding drawn down. New applications submitted.	Work ongoing	Work with RMO to implement changes in billing.		
13	School Wardens	Maintain high level of service.	Maintain service when schools are open.	Maintain high level of service.	Maintain high level of service.	Review service with HR Dept		



14	Storm water network maintenance	Maintain storm water network.	Maintain storm water network.	Maintain storm water network.	Maintain storm water network.	Inspection of storm water network maintenance to include jetting and recording of same, where budget permits
15	Support to community & business groups	Maintain storm water network.	Maintain storm water network.	Maintain storm water network.	Maintain storm water network.	• Continue to work in collaboration with relevant stakeholders to promote Ennis festivals & events for potential funding. • Liaise with community groups on advancement of projects.
16	Sustainable Transport Planning	Maintain storm water network.	Maintain storm water network.	Maintain storm water network.	Maintain storm water network.	Ongoing progression re identification of routes and stops. Continue engagement with NTA on bus service. Source & Acquire suitable site Prepare funding applications / business cases. Work with Business and Community stakeholders to deliver additional Town Centre adjacent parking. Review of Parking Bye laws following workshops and engagement and bring proposal to Council
17	Planned & reactionary maintenance.	Maintain storm water network.	Maintain storm water network.	Maintain storm water network.	Maintain storm water network.	
18	Area Based Transportation Assessment	Maintain storm water network.	Maintain storm water network.	Maintain storm water network.	Maintain storm water network.	• Cllr Briefings • Undertake public consultation. • Publish ABTA • Publish Local Transport Plan



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, 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 infrastructural guidelines (spending code). The Project Management Office now incorporates the General Design Office.

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 Síochána & 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 lies within the Physical Development Directorate. However, it's function is 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. Development of the Plan was carried out in conjunction with internal staff and external stakeholders.

Enabling communities to act on Climate is also a focus of the section. 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 of growing importance within the public sector and the Climate Section is responsible for the monitoring and reporting of Energy Consumption within the Local Authority. The Climate Section will also lead the Mid-West Energy Unit, a collaboration between Clare, Limerick and Kerry County Councils focussed at retrofitting our higher energy consuming assets.



Physical Development Delivery Plan 2025						
PRINCIPAL SERVICE: ENVIRONMENT						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1	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	2024 RMCEI inspections	Continue the annual RMCEI work plan preparation and update continuously
2	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 2000/60/EC. Engage with LAWPRO and EPA on the 3 rd cycle of the RBMP	Provide support where required	Implement WFD Plans	New	
3	Beach Facilities	Continue to ensure compliance with the Beach Bye laws 2021 and monitor all activities regulated by such Bye laws. Beach management including Blue Flag and Green Coast applications, maintenance, complaints handling and Lifeguards provision. Review beach operations to enhance visitor experience.	2021 Beach Bye Laws	Maintain existing number of Blue Flags	2021 Blue Flags status	Transition to electronic system for lifeguard and statistic daily reports during blue flag season.
4	Central Waste Management Facility (CWMF)	Ensure CWMF site operates in compliance with EPA Waste License W0109.	Compliance with EPA licence to be achieved	Operations compliant	Licence Conditions	
5	County Clare Waste Management Byelaws, 2018	Continue to monitor and increase public awareness around the 2018 byelaws and their content including household responsibilities, increase compliance and uptake with kerbside bin collection with the expected outcome to reduce illegal dumping.	Annual RMCEI targets	Meet inspection targets in RMCEI Plan	2024 Target as set in RMCEI Plan	



6	Litter Management and Enforcement	Update Litter Management Plan. Implement objectives set out in the Litter Management Plan, which sets out objectives for the prevention and eradication of litter throughout Clare and to continue enforcement of the Litter Pollution Acts, as amended.	Publish the revised LMP Annual RMCEI targets	Meet litter inspection targets in RMCEI Plan	2024 Target as set in RMCEI	
7	Health & Safety	Implement requirements of Clare County Councils Occupational Health and Safety management system and programme. Update all relevant documents.	Annual Health and Safety targets	Meet inspection targets in H&S Plan	2024 Target as set OHSMP	
8	Shannon Estuary Anti-Pollution Team (SEA-PT)	Continue to have the best cover, both in equipment and expertise that is possible in the event of an oil pollution incident.			Continue Liaison with SEAPT	
9	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	2024 programme	
10	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	2024 Inspections	
11	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	2024 Service levels	



12	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	2024 Awareness Programme	Continue the annual RMCEI Work Plan Preparation
13	Water, Wastewater, Air and Noise	To comply with EU Directives and National Legislation on Water, Wastewater, Air and Noise.	Annual RMCEI targets	Meet inspection targets in RMCEI Plan	2024 Inspection programme	
14	Food Safety, Veterinary Services. This service has now migrated back to the Department of Agriculture Food and Marine and is no longer a local authority service.					
15	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	2024 inspections	Comply with new XL Bully regulations



PRINCIPAL SERVICE: WATER SERVICES						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
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			
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			Adopt agreed option discussed in 2022.
4	Non - UE MCA Works: In accordance with Government /Dept policy DPI is now the responsibility of Uisce Eireann.	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. Progress transfer of GWS's to IW public network.	N/A			Increase number of GWS's availing of funding streams. Both Subsidy and Capital (MARWP 2024-2026).



PRINCIPAL SERVICE: ROADS						
	Objective:	Strategies:		KPI 2025	Measurement 2025	Current Baseline 2024
1	Maintenance & Management of the Road Network	Preparing and coordinating the delivery of the Roadworks Programme as part of the annual Schedule of Municipal District Works Comply with our statutory responsibilities to TII, DoT, RSA etc. Provide technical, legal, financial and procurement support to Municipal Districts Maximise funding from TII, DoT & NTA Surveying the Regional & Local Road Network Support the delivery of climate action mitigation/adaptation measures		KM of National Secondary, Regional & Local roads strengthened & maintained. To maximise % of Regional & Local roads that receive a PSCI rating	Performance v targets Budget and grant allocations in SMDW Former National Road Grant Close out of Programmes on RMO Pavement Management System	5.7% of regional & local roads strengthened and maintained. Regional & local roads surveyed 88% 246km of roads to be strengthened and maintained (6% of regional and local roads) 96% target for 2025
2	Road Design Development of a sustainable transport network to cater for the future needs of County Clare	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		Projects designed and delivered	Performance v targets Budget and grant allocations in SMDW DOT, TII & NTA funded projects completed by the end of 2023	10 safety improvement schemes completed in 2024. 19 bridges refurbished in 2024.



NTA bus shelters and bus routes, design bus shelter enabling works & manage civil works. Liase with NTA.			
Assess Local Link Bus Stops.			
TII road safety improvement measures - Fencing Retrofit			
TII HD15 & HD17 Programme			
Supporting the NTA with the Connecting Ireland project (Bus Routes)			
Supporting delivery of LSMATS with NTA and Limerick City & County Council			
Prepare Clare County Council Noise Action Plan – Statutory			
Prepare Limerick Agglomeration Noise Action Plan - Statutory			
Eurovelo cycle project			
Managing Road Schedule			
Assessment of Planning Applications			
Collaborate with GDO on Speed Limit Appeal Panel & Process.			
Road Safety Audit Team			



3	Emergency responses & winter maintenance	Implement new speed limits in accordance with Dept guidelines. <i>Collating programme of work based on funding and needs of Area Engineers eg Traffic Calming</i>	Delivery of the Winter Maintenance Programme Supporting aims and objectives of Major Emergency Plan Timely servicing of equipment and staff training in advance of Winter season Monitoring weather prospects and issuing information and warnings as required. Dealing with emergencies such as flooding, fallen trees etc Maintenance of winter maintenance 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 Managing Emergency Phone	% of road network treated & no. of applications applied.	Performance v targets in Winter Maintenance Plan Performance v targets in Major Emergency Plan		February 2025	Install additional weather monitoring stations 2025
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4	Road Safety	Completing and implementing a road safety action strategy through the Road Safety Working Group. Promoting an integrated approach to Road Safety in the County Management and maintenance of existing network of circa 15,000 public light installations. Implementing Regional Public Lighting Maintenance Contract Upgrading programme and introduction of LED schemes in Ennis and along NS Routes in County	Establish a new RSWG. Completion of Multi Agency Road Safety Action Plan	Performance v targets in Multi Agency Road Safety Action Plan	Q1 2025
5	Public Lighting	Participation in National Public Lighting Retrofit Project PLEEP	No. of public lights refurbished	Performance v targets in no. of public lights refurbished	73% of assets are LED lights
6	Machinery Yard	Maximising the use of Council owned plant as part of the Roadworks Programme Continually examining the Machinery Yard from an efficiency perspective Maintenance of all council owned vehicles Procurement in line with OGP requirements Develop a multi annual fleet management plan Decarbonisation of the Fleet	Machinery Yard plant hired	Performance v targets, income generated by Machinery Yard from hiring plant Fleet management plan to be completed in Q2 2024 Reduction in GHG Emissions	



7	Road Grant Schemes	Administration of LIS, CIS & Community Hedge cutting Grant schemes	Number of projects completed v grants approved	Performance v targets in number of projects completed v grants approved	LIS - 22 roads CIS - 11 roads Community Hedge cutting - 39 grants approved	
8	Insurances	Maintaining Insurance Register Processing of insurance claims Reviewing of insurance policies to ensure appropriate cover is in place	No. of insurance policies reviewed	No. of insurance policies amended following review		
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.	Pay Parking income - €1.348m Parking Fines income - €147k Parking Permits Income - €47k	



PRINCIPAL SERVICE: PROJECT MANAGEMENT OFFICE: The Project Management Office manages the design and delivery of much of the Council's capital programme and now also incorporates the General Design Office.						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1	Advance the delivery of the priority capital projects as outlined below: • Killaloe Bypass, Shannon Bridge Crossing & R494 Road Improvement Scheme • N19 Shannon Airport Access Road • Ennistymon Bridge and Inner Relief Road (Blake's Corner) • N85 realignment at Kilnamona • LND R • Shannon Estuary Embankments • CFRAM Projects at Kilkee, Bunratty, Shannon & Kilrush • Doolin Pier Visitor Services Building & associated Carparking. • West Clare Greenway (Section 1 Kilrush to Kilkee) • West Clare Greenway (Section 2 Ennis to Ennistymon) • Asbestos Cement Remediation project • LIHAF Project at Claureen • Other Coastal Protection Works • Other Minor Flood Relief Works • Ennis Public Realm works • Shannon Bunratty SMB Greenway proposal All projects are identified in advance as having significant strategic and/or tourism and/or amenity benefits and are demonstrating significantly positive	To provide professional and effective management of key infrastructural projects throughout the county in line with the Council's strategic plans; consistent with best design and building practices; achieve optimum value for money and safeguarding the County's built heritage	National KPIs do not apply.	Our own Performance Indicators look for the timely progress of all projects through the various stages of approval in accordance with the Public Spending Code and the various state guidance docs such as Project Management Guidelines, Capital Appraisal Framework, Project Appraisal Guidelines, etc. Progression of CFRAM Projects and the completion of Coastal Protection and Repair programme arising from storms and floods experienced in recent years.	N/A	Outcomes of internal review 2024 - Staff structure to be reviewed - roll out of project management training to key senior staff throughout the local authority.



	Additional resources are required for the GDO due to volume of projects to be undertaken.
	N/A
	Projects designed and completed
	National KPIs do not apply.
cost-benefit ratios at prescribed development stages.	Delivering of cross directorate services and projects Development of Clare Digi Hubs Development and refurbishment of Council properties and facilities Development of tourist amenity facilities Design support for Project Management Office capital schemes Design support for Transportation projects Delivery of Town and Village Renewal Projects Mapping and management of upgrade works to burial grounds Mapping and registration of all Council owned lands and properties
2	General Design Office



PRINCIPAL SERVICE: CIVIL DEFENCE - Assistance to the Principal Response Agencies (LA, An Garda & HSE). To assist at community & charity events.					
Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1 Continuity of services	- Civil Defence business continuity plan - Risk assessment for Civil Defence activities - Provide mandatory training to meet minimum training standard - Recruitment of new volunteers	Update of safety statement & risk assessments Training records Records of assistance and services provided Safety Induction Training	Internal Review 2025	Annual review & audit of activity	No improvement action required at this time
2 Support to the frontline emergency services	- 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	- Review any/all requests for community assistance - Abide by current government guidelines in relation to community events & public gatherings	Volunteer & Equipment Management System	Vehicle proposals approved for grant aid funding or procured	Annual review & audit of activity	No improvement action required at this time
4 Maintenance and improvement of current vehicle fleet	- Fleet service & maintenance program - Apply to the Dept. of Defence for funding for fleet improvement	Vehicle service & maintenance records Purchase of additional vehicles/equipment Training for Vehicle Maintenance Team	Vehicle proposals approved for grant aid funding or procured	Review of fleet management records Fleet update records	No improvement action required at this time



		- Apply to Dept of Defence for funding for new Operational Communications Vehicle - Completion of Drone and Severe Weather Response Vehicle	Flight log books records Dept of Defence to provide and fund training nationally	Internal Review	Annual review and audit of activity	No improvement action required at this time
5	Enhance training for volunteers to increase resource capacity	- Drone operator and support officer training - Emergency Medical Technician training - Severe weather off road driving course				
PRINCIPAL SERVICE: FIRE & BUILDING CONTROL						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
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 Construction of a new Fire Station & Administration Block in Ennis	To be in a position to appoint Professional Consultants by late 2025	Appointment of Professional Consultant Engineers for initial scoping and costing of the project before Dec 25 Option appraisals, scoping works and a preliminary design and cost plan to be complete before Dec 25	Request seeking approval to go to Tender for Professional Consultants has been sent to NDFEM. Awaiting response	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 2024	Continuous improvement based on 2024 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 DHPLG	Continuous review of Fire Service Fleet Preparation of Capital Funding proposals	Currently in build phase for a new Emergency Tender Scorpion Appliance ordered	Vehicle Delivery Vehicle build to commence	Project completion Q3 2025 PO placed and contracts in place	N/A
4	Delivery of the Operational Fire Service	Respond to all emergency calls for assistance. Delivery of 2025 Training Programme Continuation of Preventative Maintenance Programme Ongoing recruitment of Personnel to maintain crew levels and increase crewing levels to WRC Agreement. Delivery of Community Fire Safety Hours through Community Days, Events, Festivals, Fire Station Open Days, Educational Talks as per WRC Agreement.	F1 Cost per Capita of the Fire Service F2 Service Mobilisation - 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. F3 Percentages of Attendances at Scenes	Based on outturn of 2024 Budget Carried out in conjunction with Munster Regional Communications Centre	€50.86 (2023 Figure) 2023 Figures 5.07 minutes 5.35 minutes	Ongoing review of incidents to ensure that where unusual times are noted, with identified remedial actions implemented, where necessary



			A. % of cases in respect of fire where first attendance is at the scene within 10 minutes B. % of cases in respect of fire in which first attendance is at the scene after 10 minutes but within 20 minutes C. % of cases in respect of which first attendance is at the scene after 20 minutes D. % of cases in respect of all other emergency incidents in which first attendance is at the scene within 10 minutes 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	38.51% 23.28% 26.10% 49.60% 24.30%		
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5	Continue to enhance the culture of compliance with the Buildings Regulations throughout County Clare	- Process and validate Commencement Notices - Process, validate and grant Disability Access Certificates - Monitor new works for compliance with the Building Regulations - Implement the Construction Products Regulations as required	scene after 20 minutes	P1 % of New Building Inspected	Meet DHLP inspection target of 12% – 15%	5.5%	Review of relevant Fire Officers workload to ensure that Building Inspection targets are met
6	Monitor and enforce compliance with Dangerous Structures Legislation	- Deal with Dangerous Structure complaints as they arise. - Carry out enforcement proceedings as required. - Recoup local authority costs, where possible	N/A	N/A	N/A	N/A	Review of the efficiency of the delivery of this function by the Building Control Section – This may involve assistance from the Municipal Districts, together with a closer working relationship with the Derelicts Sites Section
7	Continue to develop and implement a comprehensive fire safety education and awareness campaign throughout the county	Completion of Primary Schools Programme Provision of various Community Fire Safety initiatives Advise the Courts under the relevant Intoxicating Liquor Legislation	Deliver Programme to Primary Schools in Co. Clare Home Fire Safety Checks Fire Officer Report to be submitted in advance of court date. P5 - Applications for Fire Safety Certificates	% of Schools Completed	118 Home Fire Safety Checks completed	0	Awaiting Fire Safety Packs for Schools. Ongoing roll-out of scheme through delivering talks and identifying vulnerable people.



	Assessment of Fire Safety Certificates	% of applications for fire safety certificates received in 2024 that were decided (granted or refused) within two months % of applications for fire safety certificates received in 2024 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	62% (2024) 38% (2024)	All FSC's are assessed within the two-month period. In some cases further and/or revised information is required in order to complete the assessment which extends the total assessment period beyond 2 months
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	N/A	Internal Review / NDFEM Feedback	N/A

PRINCIPAL SERVICE: SHANNON MUNICIPAL DISTRICT

	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2025	Improvement Actions 2025
1	Schedule of Municipal District Works - Surface Dressing Programme: To surface dress 11,000Km of road identified across the MD. – 7 segments identified in SMDW.	Works assessed, planned, supervised, and carried out by the Team.	Grants recouped.	Length of road resurfaced, and amount of grants claimed.	To begin in June.	Toolbox talks having regard to new & recent H&S guidance. H&S briefing will be given to all outdoor staff and safety inspections will be carried out by various staff throughout the year.



2	Restoration Improvement: 11 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. 11 segments of road identified for treatment in 2025	Projects prioritised and time-lines 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: Including the grass cutting contract for the 130 Ha green space in the MD the maintenance & cleaning of public spaces, streets, and bins. Maintaining public parks and other public amenity areas.	Resources confirmed and worked planned.	Maintained public realm	Performance expectations met.	Standard Operating Practice in place	
6	School Wardens: 5 Schools serviced by this part-time service.	Staff assigned with training and schools management engaged	Service levels maintained at each school	Continuity of service and expectations met.	Standard Operating Practices in place	



		Resources confirmed and works planned/underway	All projects will be completed within allowed timeframes.	Completion of works	Programmed work	
7	Town and Village Renewal Schemes: Sixmilebridge TVR PDM. Prepare applications to continue pipeline of projects under this category.	Completion of Town and Village renewal scheme at Sixmilebridge - TVR PDM. Finian Park Urban Regeneration Project, and Newmarket-on-Fergus Main Street Public Realm project.				
8	Active Travel Programme	Bothar Sioda, Additional Footpath Works, Shannon Industrial Estate Connectivity. Engage with RDO Office and NTA to ensure advancement of projects.	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.	Projects in train for delivery	Programmed works
9	An Taisce (Joint Collaboration)	An Choill Bheag Programme	Support Works planned 2025	To be delivered – planting of native biodiverse trees	To be delivered	
10	ORIS - Outdoor Recreation & Infrastructure Scheme Prepare applications to continue pipeline of projects under this category.	Tullyvarruga Hill Newmarket-on-Fergus Sweep Walks. Parteen Riverside Walk	All projects will be completed within allowed timeframes.	Delivery of Works Target completion 2025 subject to funding approval	Projects to be delivered	Programmed Works
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. NOMs 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. Successful retention of ISO accreditation.	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 tickets for machines, appropriate documentation is retained.	
13	Low-Cost Safety Schemes	Cronan Junction & R458 Drumline Interchange	Resources confirmed and allocated and works planned	Project to be delivered by Dec '25.	Project to be delivered within overall planned works by year end	Scheduled work - Dec 2025
14	Achievement & maintenance of accreditations to enhance Shannon MD's profile.	Retain a Green Flag standard for the Shannon Town Park. Submission of An Choill Beag Scheme to New European Bauhaus (NEB) Prizes 2025	Standard achieved and retained in 2023. Application within timeframe allowed	Standard Achieved 2023.	Achieve & retain in 2024	Achieve the standard
15	Other Projects	Effective project management on the following projects Collaborative working with TCF Officer on Sixmilebridge Masterplan, Shannon Town Masterplan, Improving Public Spaces, community initiatives, Biodiversity (An Choill Beag, Shannon In Bloom), GMA and URDF Development, Shannon River Walk Experience (way-marking). Ensure capability and capacity to deal with various types of emergencies.	As Resources are confirmed the works will be scheduled	Projects delivered and grants secured	Projects delivered within overall planned works for the year	Scheduled Work
16	MD Emergency response e.g., Flooding		Effective and timely response	Issue resolved in a safe and timely manner.		



		Flood mitigation works as required.					
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. Maintenance of storm water pumpstations 3 & 6 in Shannon, Westbury Storm Water Pumpstation, Quinspool Storm Water Pumpstation	Maintain storm water network.	To be completed by Dec 2025	Project to be delivered by Dec 2025		Scheduled work	
19	Major capital upgrade works to Pump Station 3 Drumgeely Shannon	Maintain storm water network for the Shannon Industrial Estate, Drumgeely, N19	Major capital upgrade works to Pump Station 3 Design, Construction & Commissioning	Project to be delivered by Dec 2025		Scheduled work	
20	Upgrade works to Westbury Storm water Pumpstation,	Maintain storm water network for the Westbury housing estate	Upgrade works to Storm Water Pump Station	Project to be delivered by Dec 2025		Scheduled work	
21	Community Engagement	Ongoing liaison with Community Groups	Identify projects for community improvement in co-operation with Community Development Officer	Project delivery in 2025		Utilise Community Development Officer	
		Ongoing liaison with Business Community	Identify common goals	Project Delivery in 2025			

PRINCIPAL SERVICE: CLIMATE ACTION						Measurement 2025	Current Baseline 2025	Improvement Actions 2025
1	Objective:	Strategies:	KPI 2025				N/A	
	Community Climate Action Programme	The Community Climate Action Programme is focused on enabling Climate Action at a Community Level. Strategy is to continue towards full	#Groups Funded %Projects Completed					



2	Climate Action Plan Implementation	implementation of Phase 1 & promotion of Phase 2 Develop, Monitor and Report on Progress towards implementation of the Climate Action Plan across all Directorates.	#actions not started, in progress, completed #recurring actions completed	• LGMA Reporting Mechanism • DECC reporting mechanism • Reporting to Elected Members	N/A				
3	Mid-West Energy Unit	Collaboration between Clare County Council, Limerick City and County Council, Kerry County Council and the SEAI focused on the retrofitting of Significant Energy Users across our three Authorities.	• Commencement of Unit. • Drawdown of funding from SEAI.	• Funding Agreements signed • SLA's signed • Agreed Programme of Work	N/A	Unit development in Progress			
4	Energy Management	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. Promoting renewable energy resources and initiatives, energy management and climate change. Clare County Council was awarded the ISO 50001 Certificate of Registration of Energy Management System in February 2020. Equipped with this we aim to continually improve our energy performance.	#Energy Management Team Meetings SEAI M&R National KPIs Meters Validated M&R Returns made ISO Audit	Governance % above/below Energy glidepath Annual Return complete ISO Retention		Quarterly Meetings 2023 Returns published Validated on time Returns made ISO Surveillance audit passed.			
5	Awareness and Education	Increase awareness and education on Climate Action across staff and sectors of County Clare.	• Climate Action Week • #Awareness campaigns across year	Week Completed Social Media/General Public engagement		CAP Public consultations complete			



RURAL DEVELOPMENT



ANN REYNOLDS
A/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 A/Director, Ann Reynolds, is also responsible for the **Killaloe Municipal District** headed by Brian McCarthy, Senior Planner. Other senior staff include Helen Walsh, County Librarian, Bernadette Haugh, Senior Executive Officer Rural & Community Development, John Corry, A/Senior Executive Officer, Corporate Services.

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 2030, the Local Economic and Community Plan 2030, Age Friendly Strategy 2024-2030 and Healthy Clare Action Plan.

The Directorate is also responsible for the provision of **Library, Arts and Cultural services** in County Clare. A key focus in 2025 will be the programming and service delivery in the new DeValera Library in Ennis, the drafting of the Clare Arts plan, drafting of the Museum strategic plan and tendering of a new library mobile vehicle to service rural parts of the county. The Creative Ireland Strategy is in its second five-year term and provides valuable support and investment to communities in pursuing creative activities across the county and has an established Local Authority Cultural (cross Directorate) team working to achieve its priority actions.

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.



Rural Development Delivery Plan 2025						
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 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1.	Manage the Implementation of the Clare Local Economic and Community Plan (LECP) 2024-2030 through the Local Community Development Committee and Economic Development SPC	Local Economic and Community Plan 2024-2030	Implementation Plan 2024-2025	Report on delivery of implementation plan to be completed at year end	Baseline Data currently being compiled through collaborating agencies	Reporting platform to be established for ease of reporting on actions
2	Support the Clare Rural Development Forum to guide the implementation, monitoring and evaluation process for the Renewed Clare Rural Development Strategy 2030	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 Clare Rural Development Forum to compile baseline data to measure ongoing implementation
3	Implementation of the Age Friendly Strategy and the Healthy Clare Action Plan	Age Friendly Strategy 2024-2030 Healthy Clare Strategic Plan	Supporting older people in the County to thrive, participate fully in society, & live with dignity & purpose. Promote and support health & wellbeing in the county through the themes of Healthy Weight & Mental Health	Number of Objectives and Actions delivered Number of projects & initiatives delivered through funding including Healthy Clare Micro Fund	Nil Number of projects & initiatives delivered	Alignment of the delivery of projects and initiatives under both programmes to actions under the LECP and Clare Rural Development Strategy



4	Implementation of the Local Community Safety Plan through the Local Community Safety Partnership and community stakeholders		Establishment of LCSP	Community Safety Plan to be coordinated through the LCSP	Nil	Nil
5	Management and maintenance of Burial Grounds to ensure adequate capacity and standards	Clare Rural Development Strategy 2030 & LECP 2030	Support the capacity of burial ground provision in the County	Ensure records are maintained and rules of operation adhered to. Arrangements to address future BG capacity requirements for Clare	Extension of the County Burial Ground	Nil
6	Oversight and provision of supports for Community Playgrounds	Clare Rural Development Strategy 2030 & LECP 2030	Continued support for Community Groups in maintaining community playground infrastructure in communities	Nil	Nil	Coordination of community projects and initiatives through the RCDO's and Rural Teams engagement on various cross directorate programmes and committees to make best use of all available resources
7	Coordination and Management of Dept of Rural & Community Development and Clare County Council Community Grant funded schemes	Clare Rural Development Strategy 2030 Clare Local Economic and Community Plan 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	10 Strategic Objectives of Clare Rural Development Strategy 2030	Nil



				- No of projects successfully delivered	Nil	Cross Directorate Rural Coordination Group to be established to facilitate the identification of a pipeline of strategic projects for submission to the DRCD across the schemes	Supports for new or newly established Community Groups
8	Support the Rural Development Coordination Group and Capital Services Delivery Team to secure delivery of DRCD funded projects	Clare Rural Development Strategy 2030	Capital Delivery Team in place in accordance with DRCD funding support	Support the delivery of capital projects in the County and facilitate the creation of a pipeline of strategic projects	Nil	Nil	Nil
9	Promote and Support community development and community engagement initiatives countywide	Clare Rural Development Strategy 2030 & LEP 2030	Continued internal and external stakeholder engagement to enhance community capacity and strengthen communities	Nil	Nil	Nil	Nil

PRINCIPAL SERVICE: KILLALOE MUNICIPAL DISTRICT

	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1	Implement the Elected Members of Killaloe MD - Workplan and Strategy and update as necessary	Elected Members of Killaloe MD - Workplan and Strategy	Action under all items to be commenced	Ensure progress and update at each MD Meeting	Plan completed in 2025 and in place	Update the Plan
2	Submission of Proposals for Rural Grants 2025 Delivery of Rural projects granted to date	Clare Rural Development Strategy 2026 - Our Rural Future	Rate of receipt of successful funding application	Delivery of CLAR, TVR schemes Number of Submissions made by MD across	Scariff RRDF Cat 2 & 1 Application in progress	Continue to oversee the development and progress of the projects



	Increased capacity building of communities by Killaloe MD.		Delivery within timeframe of funding	available funding streams.	Killaloe-Ballina Town Enhancement Application in progress	
3	Blue Flag Amenity – Upgrade and Maintenance of Blue Flag Amenities Areas with an objective of increasing amenities available at these locations	Corporate Plan 2025-2030 – linking with the Tourism Strategy Environment Section Clare Tourism Strategy	Retention of Blue Flag Status Public Complaint register	Retention of Blue Flag Successful introduction of Water Sports Aquapark in Ballycuggeran	Blue Flag retained 2024	
4	Delivery of Schedule of Municipal District Works 2024	County Development Plan 2023-2029, NDP. NTA Sustainable Transport Measures	R1: Pavement Surface Condition Index (PSCI) Ratings R2: Road Works	Increased % of Roads Resurfaced. Completion of PSCI for Road Network in MD Delivery of all KMD Active Travel Projects	SMDW completed in full as adopted at Council.	
5	To deliver through the Scariff Office - Motor Tax online, housing rents, Receipting Civic Amenity Sites cash, General public and Councillor queries, Back-office payroll & Roadworks Programme administration Engage with all parties associated with IPB public liability claims to ensure progress. To progress in a consistent manner statutory licences	Corporate Plan 2024 -2029 Senior Team Plan 2025	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 Road opening/signage/ street furniture licences processed during 2024	Introduce IT System for Outdoor workers e.g. CRM to enable efficiencies in responding to customers queries



	Ensure systems such as MapRoad Licencing, Signage Licencing are progressed with consistent speed and quality.		R2: Roadworks	No. of insurance claims processed. Monthly reports from Roadmap Licencing System		
PRINCIPAL SERVICE: CULTURAL SERVICES						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
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 (260,200). No of items issued (283,566 physical only) and no of registered members (20,498).	KPIs for 2024	2024 KPIs saw a small increase on 2023 KPIs	Increase KPIs due to new library Ennis.
2	Library Capital Delivery – OSH & Mobile library	National Public Library Strategy "The Library is the Place" (2023-2027) Clare Library Strategy "Charting the future - the hybrid library" (2023-2027). Draft a new arts plan for 2025 onwards.	N/A	N/A	N/A	Progress to launch tender for procurement of a mobile library vehicle by end of Q 1
3	Arts Programme Support to the arts sector. Re-establishment of the Public Art Programme Development of a Public Art Policy		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 2025-2028



4	County Museum Increase visitor numbers for 2025	Clare Heritage Plan 2023-2029 MSPi Standards Programme including 5-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. Increase in outreach and education activities.	Numbers entering the Museum 22,063 in 2023 increased to 24,000 in 2024.	Increase visitor numbers through effective marketing and increase educational and outreach activities with Education Officer.
5	Archives To preserve for the benefit of the community archives of social, cultural and economic importance for the county, and promote their usage.	Statutory requirement for each Local Authority to preserve and make accessible archival material to the public	N/A	No KPIs. 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 2024 and increasing since move to new Library. A total of 28 new accessions processed in 2024.	Continue to accept and process new collections in collaboration with Local Studies. Continue digitization programme. Continue to add appropriate scanned collections to Digital Repository of Ireland for public access.
6	glór glór will be a place of possibility and potential where people are inspired, empowered and entertained. We will do this by: - Sharing the diverse voices of artists and audiences, nurturing creativity and belonging - Celebrating the artistic traditions and culture that define our Clare community - Enriching the lives of those we work with and serve	Creativity - Champion, empower and inspire artists through high quality services and supports. - Invigorate our spaces to their fullest potential. - Foster creative collaborations and partnerships.	Creativity - Redesign our artist development programmes. - Curate a range of events that utilise the building to its' full potential. - With the local traditional arts community, create a Trad@glór plan.	Creativity - Consultation with artists completed. - At least two experimental event format types tested. - Trad@glór plan completed.	Creativity - Nil - 2 in 2024 - N/A	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.



Community - Position glór in people's minds as a gathering place as much as a destination, as a place of discovery and provocation. - Design and implement new ways of working to deliver excellent service. - Explore exciting ideas and opportunities for our community to participate in creativity. Capacity Foster a healthy and developmental organisational culture. Be a better employer. Examine and reimagine what glór needs for the coming decades.	Community - Develop a "community-curated" event series. - Improvements in customer service. - Support local artists to co-create work with marginalised communities. Capacity - Streamline operations. - Long-term facility and infrastructure improvements plan created, and enhancements targeted. - Progress in environmental sustainability practices	Community - One community curated series delivered. - Satisfaction score of 80% or above. - At least one marginalised community project (6 weeks or longer) initiated. Capacity - Improvements in workplace satisfaction and well-being. - One major venue improvement completed. - Climate Action plan completed.	Community - 1 in 2024 - 2024 measurement not yet complete - No medium or long terms. Capacity - N/A - 2 medium scale improvements completed. - Climate Action Policy completed.	



PRINCIPAL SERVICE: CORPORATE SERVICES						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
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	Manage Customer Care policies and procedures including Customer Care Coordinator complaints processes to achieve compliance. To uphold the Customer Charter and deliver good customer service. Optimise service delivery and customer care through ongoing review and improvement. "Ethics" register completed annually. Declaration of Interests and donations submitted annually. Facilitate the processing of FOI requests, Internal Reviews and Office of the Information Commissioner Appeals		Efficient processing of complaints in accordance with Customer Complaints procedures. Acknowledge all customer service queries within 5 working days. Aim to provide a full response within 21 days. Returns completed online by statutory deadlines. Process requests within the designated timeframes under the FOI Act, 2014. Increase in compliance with data protection legislation within all	27 in 2024 Compliance with FOI legislation. Increase compliance with data protection legislation.	Ongoing Customer Service training Online system introduced in 2021, reviewed and updated annually. Regular updates and training for FOI decision makers.



	Promote compliance with GDPR and Data Protection legislation		sections of the Council. Process Data access requests within statutory timeframes Process applications on electoral registration system to add/delete/amend records	Compliance with Data Protection Legislation – Applications processed and applicants notified, ensuring all records updated in advance of any election. 2025 - 5 projects 2024 - 5 projects	Ongoing training and information updates for management. Participate in National Electoral Registration project by engaging with the lead authority in Data Cleansing project
2	Co-ordinate the delivery of Clare Co Co Innovation Strategy to work with departments to deliver innovation in service delivery	Assist in research and support business innovation ideas through the Business Innovation Group. Work with project team to progress further online services (internal and customer facing) to deliver through the online portal.	No of business improvement Projects supported and delivered. Phased Project Plan in place		Delivery on business improvement projects
3	Manage records for archiving and disposal, in line with the guideline on the National Retention Policy	Liaise with each Directorate to ensure records are maintained or disposed per the National retention policy. Replace the existing record management database	Ensure records maintained/disposed within appropriate timeframe Liaise with other local authorities and companies on record	Records disposed or archived as requested	All records for archive/disposal recorded on record management database Implement new record management system



			management systems		
4	Share Information & Enhance Communication so that staff, elected members and the public understand the aim, purpose and scope of the council. Continue to review, develop and expand the method of communicating key messages from Clare County Council Manage the graphic design and print service. Reinforce a consistent corporate brand across the local authority through the corporate guidelines. Promote the development and use of the Irish language. Assist Clare County Council in meeting its obligations under the Official Languages Act.	Develop a Communications Strategy for Clare County Council. Review Social Media platforms with a view to developing a social media plan. Promote the use of the Irish Language alongside identified local and national partner organisations.	Draw up and Implement a Communications Strategy Logging of Irish advertisements placed with ongoing monitoring during the year.	Nil Clare County Council currently uses Facebook, Instagram, X and to a lesser extent LinkedIn. 21.3% % Irish Language advertising 2024. 2.3% in Irish Language media.	A Communications Strategy or Plan in place for Clare County Council. Start work on a social media plan following review of social media channels Continued output of high-quality design Continue to increase volume of advertisements in Irish language media.

PRINCIPAL SERVICE: MOTOR TAX					
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024
1	Provide an informative, efficient and effective role as vehicle licensing authority for County Clare.	Deliver efficient vehicle licensing service and advise customers of availability of online service at www.motortax.ie	% of online transactions	Level of use of online motor tax service. www.motortax.ie	82.81% Continue to promote and encourage increase in online motor tax renewals.



SOCIAL DEVELOPMENT



JASON MURPHY
Director of Social Development



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

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.



Social Development Delivery Plan 2025						
PRINCIPAL SERVICE: SOCIAL DIRECTORATE ALL SERVICES						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
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 2025 - 2029 Management Objectives 2021 -2024 Senior Team Plan 2025		Performance against target set in relevant document		
2	Implement the Social Development Objectives and Actions in the 2019-2024 Climate Change Adaptation Strategy for Clare in association with the Climate Action Regional Office	Climate Change and Adaptation Strategy 2019-2024 Senior Team Plan 2025		Number of actions closed from Senior Team Plan 2025	Number of objectives commenced/ closed out in 2024	
3	Recognise the increasingly culturally diverse nature of our county and ensure that our services across the Directorate are accessible to all.	Corporate Plan 2025-2029 Customer Charter		Number of customer complaints.	2024 complaints	

PRINCIPAL SERVICE: HOUSING					
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024 = Improvement Actions 2025
1	Develop Housing-led accommodation projects appropriate to identified needs across the range of delivery streams. Work with approved housing bodies and agencies to maximise use of available accommodation options and associated funding. Implement an appropriate land acquisition strategy to facilitate existing and future construction programme needs.	Government Policy "Housing For All"	H1: Social Housing Stock	Target delivery of 164 new social housing units in 2025	Out turn 2024 = 156 units Continue to work with the Housing Agency to develop our countywide Affordability opportunities.



2	Homeless Services Implement the objectives for Clare under the Mid-West Region Homeless Action Plan Review and enhance the model for the Homeless Action Team delivering further priority homeless support options as identified.	Mid-West Region Homeless Action Plan 2021 - 2024	H6: Long-term Homeless Adults	Number of households housed from homeless services in the period	The number of households housed from homeless services	Prepare new MW Action plan 2025 to 2029 Provide additional supported accommodation projects in Clare to support the transitions from homelessness to accommodation, and increased emergency accommodation capacity.
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.	Housing Regulations 2019 (Standards for Rented Houses)	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	Average time taken to relet a property.	Review and upgrade CRM as required to achieve increased usage and efficiencies in 2025 Review current practices to reduce turnaround time on vacant properties by at least 4 weeks during 2025



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. Housing Applications Assess Social Housing applications in accordance with Social Housing Assessment Regulations 2011	Anti-Social Behaviour Strategy 2020-2026 Social Housing Allocation Scheme 2021 Social Housing Assessment Regulations 2011 Summary of Social Housing Assessments (SSHA) for 2025	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.	Number of complaints received, processed, and closed in period. Number of allocations in 2024 Number of applications approved in 2024	Review structure and operation of Tenancy Management Teams to maximise resource usage and improve service delivery.
5	Traveller Accommodation Implement the objectives of the Traveller Accommodation Programme for 2025-20294	Traveller Accommodation Programme 2025-2029	Dept returns via LG returns Estimates and Actual Updated annually	Per TAP 2025-2029 targets	LG returns data 2024
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	NOAC H5: Private Rented Sector Inspections	25% of registered tenancies to be inspected in 2025	Out-turn 2024= xxx properties inspected. Target was 25%, (xxx)
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.	Progress remediation scheme for local authority dwellings when established in acc. with the regs.



PRINCIPAL SERVICE: WEST CLARE MUNICIPAL DISTRICT – ENNISTYMON LOCAL ELECTORAL AREA						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1	Submission of Proposals for Rural Grants 2025 Delivery of Rural projects granted in 2024/45 Increased outcomes for communities through various projects & engagement: Supporting local community groups, Town Teams, etc	WCMD Strategy & Work Plan Clare Rural Development Strategy 2020 Our Rural Future	Delivery within timeframe of funding	Delivery of CLAR, TVR, ORIS & Community Recognition Funds grant 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 2024 – 2029 linking with the Tourism Strategy Clare Tourism Strategy 2030	Retention of Blue Flag Status Public Complaint register	Retention of Blue Flag	Blue Flag retained 2024	
3	Delivery of Schedule of Municipal District Works 2025 Active Travel Projects 2025	Strategically plan work base on geographical areas and resource availability. In line with County Development Plan 2023 - 2029, NDP. NTA Sustainable Transport Measures	Complete list of works included in annual Schedule of MD Works. R1: Pavement Surface Condition Index (PSCI) Ratings R2: Road Works	Increased % of Roads Resurfaced. Completion of PSCI for Road Network in MD Delivery of WCMD Active Travel Projects 2024	SMDW (Schedule of Municipal District Works) completed in full as adopted at Council. Previous Active Travel projects in MD Ensure that projects are planned and Delivered in the MD.	Review spending in various codes throughout year Review completion of various stages of works throughout year Ongoing reviews with staff throughout year. improvements made where required.
4	To deliver through the Ennistymon office - Motor Tax online, housing rents, Receipting Civic Amenity Sites cash, General public and Councillor queries, back-office payroll & Roadworks Programme administration	Corporate Plan 2024-2029 Senior Team Plan 2025 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	No. of Road opening/signage/street furniture licences processed during 2024	



				Number of CRM items closed No. of insurance claims processed Monthly reports from Roadmap Licensing System Advance projects towards RRDF categories as appropriate Seek funding opportunities to progress priority projects.		
5	Support the delivery of key projects as identified in the WCMD Strategy & Work Plan 2020 and ensure the development of our public infrastructure and community resilience in North Clare Work on a cross-directorate basis with Councillors, the community, and other stakeholders to deliver a North Clare Transport Plan	WCMD Strategy & Work Plan 2020 'Our Rural Future' 'Town Centre First'				

PRINCIPAL SERVICE: SPORTS & RECREATION

	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
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.		MUGA complete, drawdown of funds in process. Running Track going to tender.	Additional Funding required to progress Dressing Room Project	Apply for additional funding from available sources i.e. SCEG
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		Fleet Purchased, awaiting delivery	On-going	Secure SEAI funding and deliver project by 2026



		opportunities. (Lees Road) Under SEAI Pathfinder programme, Active Ennis Leisure Complex has been proposed for a major renovation to increase the energy efficiency and reduce carbon emissions					
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.		Flooring Project complete. Audit and Finance compliance embedded & on-going	2 x Projects complete	Audit & Finance compliance on-going	
4.	Sports Partnership	Work with the Sports Partnership and other agencies to increase participation in sport in Clare. (i.e. Recreation Officer role and outdoor Recreation Plan)		Recreation Officer in place. Outdoor Recreation Plan at draft stage. CLSP	Recreation Office employed by CLSP	Deliver the Outdoor Recreation Plan in 2025	
5.	Local Sports Plan	Deliver a Clare Local Sports Plan as part of national pilot		Plan created	Consultations on-going	Deliver Sports Plan by Q2 2025	

PRINCIPAL SERVICE: UKRAINIAN SERVICES

	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1	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.
2	'Offer a Home' and IRC '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.
3	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.



Local Authority Integration Services Development Delivery Plan 2025

PRINCIPAL SERVICE: LOCAL AUTHORITY INTEGRATION TEAM

	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
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. Participation/ attendance at meetings.	13 County and 12 Regional Community Response Forum meetings held in 2023	Deliver national changes relating to wider migration policy. Deliver Migrant Strategy 2030
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	Set up Thematic subgroups to co-ordinate service delivery	Support Worker to report to forum on new arrivals and appropriate signposting	Delivery of Directory of Service - Welcome to Clare Booklet signposting guide	Delivery and Launch	NA	Review of procedures and efficiencies
4	Identification/ Activation & Management of Integration supports	Work with national departments/structures to identify Best Practice	Migrant Strategy actions	Delivery of Migrant Strategy	N/A	Strengthen network of key agencies





TOURISM DEVELOPMENT



SIOBHAN MCNULTY
Director of Tourism Development



The Tourism Development Directorate is responsible for Tourism Development along with Broadband and Digital Transformation. The Director, Siobhán McNulty, is also responsible for the Kilrush Electoral Area, West Clare Municipal District (Kilrush LEA) 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 Development DAC (North West), Donnacha Lynch, Head of Commercial & Shared Services, and Stephen Hanley, General Manager, Clare Tourism Development DAC (East).

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 overarching objective is to develop and grow the tourism industry in County Clare in a sustainable manner and provide opportunity for job creation.

For 2025, the key focus of the **Tourism Department** is:

- Continued 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 2025.
- Manage and Lead the Tourism Department in the Product Development and in the delivery of key capital projects.

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:

- Review 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:

- Implement the Cliffs of Moher Strategy 2040
- Operate the Cliffs of Moher Visitor Experience

The key focus of the **Shannon Heritage and Clare Tourism East Department** is:

- To transition the sites previously operated by Shannon Heritage into Clare Tourism Development DAC.
- To prepare a strategic plan for renewal of the Clare Tourism East sites

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

- To provide Human Resources, Commercial and Financial Services to support tourism operations.
- To comply with the governance requirements of Clare County Council as it pertains to the operations of Clare Tourism Development DAC.

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

- To provide local services through the MD office in Kilrush.
- To review and 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 2025						
PRINCIPAL SERVICE: TOURISM						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
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.	Implementation of the Green Team Action Plan, Risk Register for the County.	KPIs achieved and being further developed.	Review engagement with the tourism trade and database to identify possible further enhancements.
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: Continued support 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.	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.	Aim for GSTC (Global Sustainable Tourism Council) destination certification using ETIS (European Tourism Indicators System) toolkits for the county of Clare.	Implementation of CCC Actions as set out in each KPI / strategy document.	KPIs achieved and being further enhanced.	Continually review and engage with local tourism industry and national state agencies in line with Government guidance.



3	Lead on the Strategic Marketing Plan for Clare.	Aligning to national, regional, local Policy and Strategy the objective of the Tourism Department is to underpin socio-economic regeneration and to ensure that County Clare has a strong Tourism sector.	Clare Tourism Dept will promote and market the County, providing necessary supports and collateral to the local Tourism trade and industry. Also align to regional and national Fáilte Ireland and Tourism Ireland Marketing Campaigns.	Continued Tourism Industry engagement.	Monitor and measure current business sentiment to ensure marketing strategies align.	Continually review and engage with local tourism industry and national state agencies in line with Government guidance.
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.	Aligning to national, regional, local Policy and Strategy the objective of the Tourism Department is to underpin socio-economic regeneration and to ensure that County Clare has a strong Tourism sector.	Implementation of Clare County Council actions under: Shannon Tourism Masterplan; Burren and Cliffs of Moher Destination Experience Development Plan (DEDP); Cliffs Coast DEDP and Lough Derg DEDP. Development of the Platforms for Growth Capital Project with General Design Office (Ballycuggeran).	Implementation of CCC Actions as set out in each project strategy document.	KPIs achieved and being further developed.	Continued engagement with Elected Members, Key Stakeholders and Local Tourism Communities.



5	Project Management of Inis Cealtra (to include both the Rectory Refurbishment and the An Bord Pleanála Process); as well as the operational management of Loop Head Lighthouse and Lighthouse Keepers Cottage as well as Vandeleur Walled Garden and Visitor Centre.	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 the work programme and team development plan set out, within Budget allocation	KPIs achieved and being further developed.	Continued engagement with Elected Members, Board Members, key Stakeholders and Local Tourism Communities.
6	Burren and Cliffs of Moher UNESCO Global Geopark Strategic Management Framework 2019-2023: Manage the work of the Geopark Steering Group to collaborate with all identified key partners for the continued implementation of the UNESCO Accreditation Criteria.	Aligning to national, regional, local Policy and Strategy the objective of the Tourism Department is to underpin socio-economic regeneration and to ensure that County Clare has a strong Tourism sector.	Renew the five-year strategy for the Burren and Cliffs of Moher UNESCO Global Geopark. Manage the marketing, promotion and brand of the Burren and Cliffs of Moher UNESCO Global Geopark and associated Geofood Brand. Support the work of the Burren Ecotourism Network.	Implementation of CCC Actions as set out in each KPI / strategy document.	KPIs achieved and being further developed.	Continually review and engage with local tourism industry and national state agencies in line with Government guidance.



Principal Service: Digital and Broadband						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1.	Facilitate the roll out of ‘fit for purpose’ high speed broadband access for all encouraging new investment, job creation and sustainable employment.	National Broadband Plan Rollout programme. Establishment of Digital/Innovation Hubs at Strategic Locations in the county and under DigiClare project. Market and promote County Clare as a “remote working location” .	Ongoing engagement with NBI and service providers Provide point of contact between service providers, planners, engineers, and public ensuring successful rollout. Maintain and develop Broadband Connection Points Hubs and open access WIFI points throughout County in partnership with DRCD Continue to increase footfall and exploit potential of facilities within communities. Carry out action items identified in Digi Clare marketing Strategy to promote County as a remote working location and implement same Work in partnership with other bodies on various initiatives of benefit.	Successfully facilitate rollout of Broadband Plan Establish point of contact and re appointment of Broadband Officer B.C.P.’s now established and maintained countywide. WIFI4EU programme to be maintained Increased footfall within communities Expand facilities and programmes available through Hubs. Increased promotion of locations on various platforms, locally nationally and internationally. Develop promotional prospectus further Develop marketing	Engagement with NBI ongoing Broadband Officer re Appointed B.C.P. programme and Wifi4EU programme in place and operational. 11 Hubs now established at locations and throughout county. Scope to increase usage in some areas. Strategy developed and implementation. Engagement with organisations and groups ongoing.	Continue proactive engagement with NBI and all stake holders. Maintain point of contact through Broadband Officer and implement Department guidelines. Programme. Maintain B.C.P.’s and open access points established under WIFI4EU Programme. Promote with community groups and increase usage. Review of hubs and usage. Identify further potential for facilities within communities. Enhance and improve facilities where possible. Increase usage of facilities Further Promotion “DigiClare” online through a number of social media platforms. Enhance online presence Update Remote



				strategy and implement actions. Establish relationship with Grow Remote organisation and Mid- Western Regional Authority		working Prospectus for Co Clare. Continue proactive engagement with Grow remote organisation, Western Development Commission and other relevant partners
2.	Build community awareness and enhance community abilities by collaborating with educational and learning providers to promote digital skills development of all sectors of our communities.	Aligning to national, regional, local Policy and Strategy the objective of the rollout of the Digital Broadband strategy to underpin socio-economic regeneration and to ensure that County Clare has a strong digital sector. Build Community awareness - Enhance Community ability Collaborate with education and learning providers.	Ongoing community awareness campaign Engage with individual communities, groups and local teams providing direction and support Link with education providers and communities to support skills development	Establish relationship with Town Teams, Local Education Providers, Develop programmes within Hub's conjunction with local groups and organisations	Engagement with town Teams and community groups ongoing. Engagement with Education providers re project / programme development	Continue proactive engagement with town Teams and community groups. Provide assistance and expertise with community digital focused projects. Continue proactive engagement with Education providers. Identifying opportunities for collaboration and project linkages.
3.	Identify, support, and promote digitally focused projects of scale throughout the County.	Support locally identified projects.	Identify and support local projects across the county with a view to building the infrastructure, skills, and impacts of digital technologies.	Identify local projects with Communities.	CAT 1 funding for Scariff RRDF approved. Commencement date JAN 25.	Commence RRDF project for Scariff Community Hub (18-month project)
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 withing necessary timeframes	Manage Clare Heritage De-Merger project and complete Setup and Maintain new Clare Tourism	Demerger project commenced. Due for full completion March 25 I.C.T Integration of remainder of	Manage Clare Heritage De-Merger project. Setup and Maintain new Clare Tourism Development I.C.T Infrastructure.



				Development I.C.T Infrastructure	Clare Tourism sites commenced	Complete integration
PRINCIPAL SERVICE: CLIFFS OF MOHER & CLARE TOURISM NORTHWEST						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1	Operate the Cliffs of Moher Experience on behalf of Clare County Council	Deliver world class experiences in a safe, accessible, authentic, and welcoming environment focusing on distribution of visitors 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	Visitor Experiences Development to cater for all visitor types and segmentation. Visitor Management, Distribution and Capacity Management Visitor Segmentation and Profiling Visitor Satisfaction Visitor Accessibility and Diversity Visitor Safety & Crisis Management Revenue Visitors Tenant Relationships Energy, Water Waste Reduction Adhere to UNESCO Geopark Code of Practice	Monthly Balance Score Card. Measurement Review Targets at Management Meetings Ongoing research and surveys Survey and Mystery Shopper, Online forum reporting Implementation of accessibility measures and initiatives First aids and incidents Weather warning protocols	2024 Review Completed Report on visitor management and distribution. Build on research program of work Supports and aids in place and language Measures and monitored through H&S Systems and RA's and reporting procedures Ongoing operational and management meetings Engage and collaborate with communities and a	Develop new products and experiences to drive off peak activity. Focus capacity management on distribution of visitors though pricing and other initiatives. Communicate and build on research objectives Grow Domestic Visitors Build on event calendar. Build on cultural and heritage experiences Raise awareness and training on accessibility and inclusivity initiatives. Build on experience to enhance customer experiences



		with stakeholders to contribute to the development of a prosperous, local community and economy.	Community Engagement Program Stakeholder Engagement Program Website Traffic Target Online Sales Target Conversion Rates Target Social Media Followers Target Integrated Booking Ticketing Develop Mobile App Develop Website Collaborate with tenants on ecommerce offerings Develop commercial digital offerin onsite	Relationship Management Engagement on customer product and experience delivery standards Measurement of Energy usage Develop and Record activity aligning to code principles. Develop and produce annual activity report. Measure route performance Measure usage. Measure customer experience Participate and record external engagement activities. Develop Targets for Growth Improve advance communications	wide range of stakeholders Monitor progress monthly and collaborate with expert internal resources.	Invest in site upgrades, remedial and repair works to ensure safety onsite. Implement Habitats plan and Visitor Management Plan Continue community engagement initiatives to deliver local economic benefit. Continue to build on external engagement initiatives. Secure and upgrade current systems Progress Digital that Delivers Progress integrated booking and ticketing system for Clare tourism sites. Enhancements to all digital assets
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2	Deliver on the Cliffs of Moher Strategy 2040 key objectives.	Identify and Categorise Projects under identified 4 overarching pillars ✓ Enhancing Economic Benefits Across the Region ✓ Providing Sustainable Access ✓ Optimising the World-Class Experience ✓ Transforming the Natural Landscape	Deliver on identified projects (20) - 7 key projects are listed here.	Develop post visit communications Enhance emergency communications systems Progress Review on a fortnightly basis with management team, monitor progress Steering Committee Review Project Progress Implementation Group Review Project Progress monitor and Record Implementation Team Review Project Progress, monitor and record	Cliffs of Moher Strategy 2024 documents final draft stage. Develop sustainable Transport Solution Implement on actions and initiatives of the Traffic and Transport plan Reconfigure Masterplan Design to meet current requirements for Planning phase. Planning Permission secured for Ennistymon Office	Complete and progress implementation Obtain approval to finalise Implement hop on hop off shuttle for north and west Clare delivering footfall and reducing traffic Clockwise Traffic system for coaches and large vehicles. Progress design to planning phase. Finalise and prepare tender for construction stage.
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3	Cliffs of Moher Coastal Walk Management Plan	Deliver Coastal Walk Management Plan on the objectives set out.	Deliver Coastal Walk Management plan in partnership with agencies and in consultation with stakeholders	Management modelling Agreement Landowner Agreements Repairs and Set back Plan Project planning Funding Models Payment modelling Visitor Management Modelling Habitat Management and Conservation Signage Plan Emergency Services Access and Colour Coding Promotion and Marketing	Consultants Appointed Stakeholder Engagement Progressed KPI's	Work with the agencies to put a plan in place to secure the future of the Cliffs of Moher Coastal Walk Develop a phasing to deliver on the management plan Progress funding options
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PRINCIPAL SERVICE: SHANNON HERITAGE & CLARE TOURISM EAST						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1	Develop BCFP to International quality visitor experience standard	Create an environment where education and learning thrives Introduce high quality entertainment and animation across visitor interaction points Enhance physical quality of the site	Delivery of +10% volume over 2024 Quality assessments Training % completion Compliance with CCC procedures Retail and Catering performances	Profile enhancement Visitor feedback Online reviews Repeat custom Rate equality with experience Assessment reviews/Mystery shoppers	KPIs achieved and being further developed. Rate increases contracted and approved Visitor numbers increased Banquet numbers increased	Opening of Forge Creation of medieval market Mill opening Expansion of Admissions team to cover all ECT sites Meet and Greet upgrade Upselling Visitor engagement Interactive experiences
2	Prepare for the opening of Inis Cealtra in 2025	Technical Due Diligence Report Develop pre-opening S&M plan for Attraction Pro active selling, nationally and internationally Project management coordination Integration into ECT portfolio Engagement local storytelling	Training % completion Growth in visitor numbers Awareness of attraction Local storytelling Community involvement	Successful opening of Rectory in Q2 Recruit quality management and floor staff to manage facility International exposure Strong local PR	N/A	Commencement year, no historical data. Island attraction due in 2026
3	Launch 'Knappogue Residence' as part of the Castle experience and visitor offerings	Execution of all contractual duties Upgrades to key structural components Enhancement of product Develop Int brand recognition Integration into ECT portfolio	Rate commencentate with expectations Additional guest/visitor room supply in county Revenue enhancement Guest feedback	Achieve budgeted occupancy levels Standard in keeping with design objectives	N/A	Site to undergo extensive assessments for quality and proactive management of the facility



					Seamless multi-functional operation		
4	Upgrading of Craggaunowen site April '25 with focus on additional amenities and education quarters	Tactical proactive selling of community Attraction to educational Enhance the level of animation to create awareness of traditional crafts Sustainability best practices Inclusion of CCC priorities	Community Events and involvement with social events Visitor numbers growth Work alongside Hunt Trust to develop museum pieces and return to Cragg facility Hidden Heartlands promotions	Growth in school outings numbers Awareness of various concepts contained within facility Online and other feedback Failte Ireland approvals	KPIs achieved and being further developed.	Development of Playground area Enhancement of Brendan Voyage exhibition Opening of Craggaunowen Castle for Events Carpark development Expansion of Animation and craft education	

PRINCIPAL SERVICE: CLARE TOURISM COMMERCIAL & SHARED SERVICES

	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1	The development of the commercial services of Clare Tourism visitor attractions and maintain a profitable revenue generating, sustainable, self-financing model for Clare Tourism.	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.	Compete the tender process for catering and beverage operations at Clare Tourism sites. Update and Develop the Service Level Agreement. Continue to develop and improve the Digital transformation for Clare Tourism sites.
2	To implement Clare Tourism Development DAC Human Resources policies to all Clare County Council owned tourism sites and to implement	Aligning to national, regional, local Policy and Strategy the objective of the Tourism Department is to underpin	Implementation of Actions in accordance with Scope of Project and work programme	Implementation of Actions in accordance with Scope of Project	Implementation of Actions in accordance with Scope of Project	To integrate the Shannon Heritage Sites into Clare



	the financial policies of Clare County Council across the local authority owned tourism sites.	socio-economic regeneration and to ensure that County Clare has a strong Tourism sector.	set out, within Budget allocation.	and work programme set out, within Budget allocation.	and work programme set out, within Budget allocation.	County Council Financial Management system. To implement and agree Clare Tourism Development HR Policies across all Clare Tourism Sites to implement HR Strategy for Shannon Heritage.
3	To provide Human Resources, ICT, 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.	Continually review and engage with Clare County Council Finance Department regarding the Clare Tourism financial management. Continually review and engage with Clare Tourism team regarding Human Resources, Commercial, Financial Services and administration support tourism operations.
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 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.	Continually review and engage with relevant departments and act a key point of contact for Legal, insurance, audit across all Clare Tourism sites. Ensure the statutory audits of Clare County Council subsidiary companies is completed in line with statutory guidelines.



PRINCIPAL SERVICE: WEST CLARE MUNICIPAL DISTRICT - KILRUSH LOCAL ELECTORAL AREA						
	Objective:	Strategies:	KPI 2025	Measurement 2025	Current Baseline 2024	Improvement Actions 2025
1	Plan and Delivery of the annual Schedule of Municipal District Works Active Travel Projects 2025	Strategically plan work base on geographical areas and resource availability. In line with County Development Plan 2023 -2029, NDP. NTA Sustainable Transport Measures	Complete list of works included in annual Schedule of MD Works. R1: Pavement Surface Condition Index (PSCI) Ratings R2: Road Works	Increased % of Roads Resurfaced. Completion of PSCI for Road Network in MD Delivery of WCMD Active Travel Projects 2025	SMDW completed in full as adopted at Council. Complete Previous & future Active Travel projects in MD	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.
2	To deliver through the Kilrush office - Motor Tax online, Housing rents, Receipting Civic Amenity Sites cash, General public and Councillor queries, Back office payroll & Roadworks Programme administration Engage with all parties associated with IPB public liability claims to ensure progress. To progress in a consistent manner statutory licences Ensure systems such as MapRoad Licencing Signage Licencing are progressed with consistent speed and quality.	Corporate Plan 2025-2029 Senior Team Plan 2025 WCMD Strategy & Work Plan	R3: % of motor tax transactions conducted online R2: Roadworks	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 Monthly reports from Roadmap Licencing System	No. of Road opening/signage/ street furniture licences processed during 2024	Ongoing reviews with staff throughout year. improvements made where required.
3	Delivery and Promotion of key Capital Projects	Effective Project Management	Achieve 2025 milestones	Works completed against plan. Adhere to grant deadlines	Agreed and funded projects underway	Work with PMO/GDO colleagues in advancing projects e.g. Kilkee beach project, Kilrush Maritime Project, Cappa

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	Litter Management/Street Cleaning	Clare Rural Development Strategy 2026 Our Rural Future Maintain standards required for existing accreditations and investigate other accreditations which would benefit Kilrush LEA as a 'go to' location.						
6	Responding to public, councillors. Dealing with complaints. Council meeting, Notice of Motions. GMA allocations and spending related to MD works	Continue good relations with public representatives and have open and clear communication. Deal with public queries and complaints efficiently	Efficient response to queries/complaints. Bi Monthly Notice of Motion responses	CRM output				
7	Illegal parking/encampments/Trading/Dumping/Dead Animals	Working with Roads, Environment, Economic Development, Community Wardens etc to ensure that illegal activity tackled immediately it is notified.	Number of complaints and how efficient being dealt with	Meeting targets in Environment RMCEI Plan (Environment)			Ensure continued cooperation across departments	
8	Respond to emergency situations	Respond in line with Clare County Council Occupational Health & Safety Management System and Major Emergency Plan where required		Determine how emergencies are being responded to by assessing response on ground through debrief meetings			Review how team in MD deal with situations post events	
9	Traffic management H&S	Oversee the management of Clare County Councils Occupational Health & safety Management System in MD.	Inspection targets set for year	NCR/PAR to be reviewed monthly.			Live spreadsheet of inspections shared between technical team	



10	Derelict sites Dangerous structures	Ensure that Temporary Traffic Management procedures are up to date on the ground 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	Inspection targets reviewed regularly during year	Review throughout year the number of sites being dealt with between departments
11	IPB public liability claims	Investigate ongoing claims. Submit Engineers reports. Deal with legal team on cases. Attend court where required		Measure number of cases open each year and number closed out. Spreadsheet to be kept up to date	
12	Port, Piers and Harbours	Works required annually to maintain. Grants applied for and works carried out under BALAM, Fisheries and Harbours and FLAG etc.		Ensure responses to issues dealt with efficiently.	Review projects completed and plan future works
13	Festival & Events co-ordination & support	Provide assistance to festivals where requested.	Support festivals in MD	Support festivals in MD	Co-ordinate St. Patrick's Day event; Produce 'Christmas in Kilrush' programme; Facilitate other festivals, through installation of barriers, street cleaning etc. Facilitating road closures; Support new festivals and events



APPENDICES





Indicative list of strategies/plans influencing local government activities

NATIONAL/EU

- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025
- Brighter Outcomes Better Futures: The national policy framework for children and young people 2014-2020
- Climate Action Plan 2024
- Children First National Guidelines
- National Cyber Security Strategy
- Digital Ireland Framework
- Innovation 2020 – 5 Year Strategy
- Digital Single Market
- eGovernment Strategy
- EU ‘Floods’ Directive
- EU Strategy on Adaptation to Climate Change
- European Flood Awareness System (EFAS)
- Flood Risk Management Plans and Maps produced under National CFRAM
- Guidelines on the Planning System and Flood Risk Management
- Marine Planning Policy Statement
- Met Eireann strategic plan 2017-2027
- National Adaptation Framework (2024)
- National Broadband Plan
- National Development Plan
- National Flood Forecasting and Warning Service
- National Heritage Plan - Heritage Ireland 2030
- National Housing Strategy for People with a Disability (NHSPWD)
- National Marine Planning Framework
- National Planning Framework 2040
- National Positive Ageing Strategy 2013
- National Social Enterprise Policy for Ireland 2019-2022
- National Traveller and Roma Inclusion Strategy 2017-2021
- National Vacant Housing Reuse Strategy
- Open Data
- Our Public Libraries 2022
- Irish Museums Association strategy 2023-2027
- 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
- Vacant Homes Action Plan 2023-2026
- Renewable Electricity Policy and Development Framework (REPDF)
- River Basin Management Plan for Ireland 2018-2021.
- Rural Development Policy 2020
- Strategy for the Future Development of National and Regional Greenways
- Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland
- The National Language Strategy 2010-2030
- The National Oil Spill Contingency Plan



- The National Search and Rescue Plan
- Water Services Policy Statement 2018-2025
- Wind Energy Development Guidelines
- Future Jobs Ireland 2019
- People Place and Policy Growing Tourism to 2025
- Fire Safety in Ireland- Report of the Fire Safety Task Force
- Libraries Ireland Strategy – Transforming Irish Public Libraries
- MSPI (Museum Standards Programme for Ireland)
- A framework for collaboration – an agreement between the Arts Council and the CCMA 2016
- The sustainable development goals National Implementation Plan 2020

REGIONAL

- Strategic Integrated Framework Plan (SIFP) for the Shannon Estuary
- Southern Regional Assembly Operational Programmes
- Regional Spatial and Economic Strategy for the Southern Region
- Southern Regions Waste Management plan 2015-2021
- Limerick-Shannon Metropolitan Area Transport Strategy
- The Regional Indicators Report – Monitoring Framework for the Implementation of the Regional Planning Guidelines
- Strategy plans of other regional bodies, e.g. HSE, Garda Síochána
- Flood Risk Management Plans and Maps including relevant local plans (floodinfo.ie/publications/)
- Shannon Flood Risk State Agency Coordination Working Group
- Mid-West Regional Enterprise Plan – 2020

LOCAL

- County Clare Local Economic and Community Plan 2024-2030
- Clare Age Friendly Strategy 2018 - 2022
- Local Enterprise Development Plan
- Clare County Development Plan 2023-2029
- Local Area Plans
- Clare Tourism Strategy 2030
- Clare Climate Action Plan 2024-2029
- Clare Digital Strategy 2023 – A Five Year Strategy
- Ennis 2040 Economic and Spatial 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 2019 - 2021
- Market Surveillance of construction products (S.I. No. 225 of 2013) under Construction Products Regulation EU No. 305/2011
- Clare County Council – Arts Plan 2019-2023
- Charting the Future – the hybrid library, Clare Library Development plan 2023-2027
- Creative Ireland Programme 2023-2027
- Culture and Creativity Strategy 2018-2022
- Clare County Heritage Plan 2024-2030
- Clare Homeless Action Plan 2022-2025
- Clare Rural Development Strategy 2030
- Corporate Procurement Plan 2022-2024
- Housing Action Delivery Plan 2022-2026



COMHAIRLE CONTAE AN CHLÁIR
CLARE COUNTY COUNCIL