



Comhairle Contae Thiobraid Árann
Tipperary County Council

CORPORATE PLAN 2020 -2024



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1

WELCOME



VISION STATEMENT

Tipperary - A vibrant place where people can live, visit and work in a competitive and resilient economy, a sustainable environment and an inclusive and active community



Foreword – Cathaoirleach



The vision set out in this Corporate Plan captures the sense of optimism and ambition of Tipperary County Council and outlines our purpose as an organisation and the core values that will inform our work, how we deliver services and engage with our customers and stakeholders.

This plan will serve as the framework for action during the lifetime of this Council, delivered through the supporting strategies of all Directorates in Tipperary County Council, setting out the ambitions for the County and its communities and the need to drive the County forward in terms of infrastructure, tourism, recreation, amenity and with the goal to make Tipperary a better place to live and conduct business.

As Cathaoirleach of Tipperary County Council, I am delighted and privileged to welcome the publication of this Council's Corporate Plan 2020-2024, which sets out the strategic vision and direction for our County for the next five years.

This Plan was drafted with the aid of an extensive and inclusive process of consultation with internal and external stakeholders, which commenced in October 2019. The views of all key stakeholders were sought and considered while the Council also evaluated the environmental issues which are likely to have such an important impact on our ability to deliver on the key priorities for the next five years.

The result is a strategic document that presents the vision statement, core values, strategic themes and objectives which will guide the Council from now until 2024. It links together key elements such as Policy, Organisation, Operational Activity, Governance and Performance Management and serves as our roadmap for the next five years.

It will be the driver of our Annual Budgets, Capital Programmes and Service Delivery Plans. Each Directorate will have priority plans and strategies aimed at achieving our Corporate Objectives. We will have in place a method of measuring outputs and outcomes to ensure we are delivering on our commitments, that we are accountable and that what we do is transparent. The Plan will be continuously monitored and reviewed to ensure we can respond quickly to changes in whatever form they may take.

In particular, the Plan reflects the Council's responsibilities towards human rights and equality, supports for people with disabilities to live ordinary lives and the inclusion of migrants within Tipperary as well as its activities in relation to Climate Action.

The environment in which we operate will continue to influence the implementation of the plan by directly influencing the provision and allocation of resources. We will undoubtedly face challenges in delivering on the ambition contained in this plan, however, as Cathaoirleach, I look forward to working with the members and staff to realise this vision and to make a statement that Tipperary has the capacity, the resources, the capability and the ambition to make a positive contribution to the quality of life for the people of Tipperary.

Councillor Michael Murphy
Cathaoirleach



The result is a strategic document that presents the vision statement, core values, strategic themes and objectives which will guide the Council from now until 2024.

Foreword - Chief Executive



I am pleased to join with the Cathaoirleach, Councillor Michael Murphy, in presenting this Corporate Plan for the period 2020-2024, which puts forward a vision for the County and the Council as an organisation and re-affirms the values by which we work together to deliver on our collective ambitions.

This is Tipperary County Council's second Corporate Plan and follows from the initial Plan which witnessed dynamic change in our political, economic and social environments. Local Government in Ireland, in particular, has been to the forefront of public sector innovation within a number of themes including revisions to the representational structures at local level, the increased role of local authorities in economic, social and community development and innovative approaches to the delivery of local services. Many of the challenges particularly those related to climate change, sustainable and inclusive communities, technology, economic growth and sustainable funding for local services have been intensifying in scale over the last number of years and continue to impact at local level in unpredictable ways.



Tipperary County Council has embraced these changes in a positive and constructive way and many achievements were attained since the initial Corporate Plan including;

- Tipperary County Council was awarded the “ESPA 2015 Best Practice” for the merger project of North and South Tipperary into a unified single local authority.
- Development of the first all county marketing plan - “Tipperary The Time, The Place”
- Establishment of a new Tipperary Tourism Company and the launch of the first all-county tourism website and marketing plan for Tipperary Tourism - ‘Tipperary Time to Take it all in’;
- Tipperary County Council Customer Services deemed the best in the Country at the Chamber Ireland Excellence in Local Government Awards.
- New web site for Tipperary County Council developed (www.tipperarycoco.ie) leading to Tipperary County Council being awarded “Council of the Year” in the national Local Authority Members Association (LAMA) Awards.
- Awarded ‘Green Public Sector Organisation of the Year’ at the National Green Awards;
- Tipperary Fire & Rescue’s won the Supreme Award at the NISO/NISG All Ireland Safety Awards in recognition of an unstinting commitment to reaching the highest safety standards possible.
- Lead local authority in the country in energy efficiency.

The next five years covered by this Corporate Plan will present new challenges but also opportunities for this Council to further consolidate our position as a unified county.

The process by which this Corporate Plan was drafted identified a number of key priority themes which have informed our strategic objectives. These issues cannot be resolved by institutions or communities or by citizens working alone but will require collective, collaborative and meaningful engagement across the broader public spectrum in an inclusive and progressive manner.

The key priority themes of our Corporate Plan 2020 - 2024 include:

- Growing our economy, facilitating development and attracting entrepreneurs;
- Developing resilience to climate change and embracing biodiversity;
- Creating functional living town centres;
- Citizen safety;
- Ensuring a fit for purpose organisation and identifying new ways of working;
- Leading multi agency approaches and maximising the potential of shared services;

Our ambition is to make Tipperary a vibrant place where people can live, work and visit in a competitive and resilient economy, a sustainable environment and an inclusive and active community and I believe that this Corporate Plan affirms our commitment to achieving that ambition.

In conclusion, I would like to acknowledge the contributions by all stakeholders in the making of this Corporate Plan and, in particular, the engagement of the elected members and staff of Tipperary County Council, the Strategic Policy Committees, the Corporate Policy Group, the Local Community Development Committee and the Public Participation Network.

I would also like to acknowledge the sense of ownership and commitment displayed by the Cross Directorate Working Group that was set up within the Council to assist and support the process which facilitated the preparation of this Plan.

Mr. Joe MacGrath,
Chief Executive

2

ABOUT THE CORPORATE PLAN

Introduction

WHAT IS THE CORPORATE PLAN?

The purpose of our Corporate Plan is to outline our vision for County Tipperary, describe the main priorities for the Council during the next five years, and the benefits we will deliver for our communities.

This Plan describes the kind of Tipperary we want to see in the future and what we will do as the County Council, together with all stakeholders, to deliver that vision. The Plan also outlines the core values that will inform our work, how we deliver services and engage with our customers and stakeholders.

With this Plan we also set out an analysis of our operating environment, the challenges and opportunities this presents and our capacity to meet these and deliver on our strategic objectives for the next five years.



Graves of the Leinstermen

HOW WAS IT PREPARED?

This Corporate Plan has been prepared in compliance with the Local Government Act 2014 and also recognises and takes into account a range of existing National and European policies, strategies and plans in relation to programmes and activities which are central to the goals and objectives in this Corporate Plan.

In preparing the draft vision and statements of strategy, the Council formed an internal cross-directorate group to assist in drafting the Plan. This group met on a number of occasions during October and November 2019 to draft the main elements of the plan, which were then presented to the Management Team for discussion.

An on-line survey was carried out in October 2019, which sought feedback on how citizens, staff and elected members viewed the quality of service currently being delivered by Tipperary County Council and their views on what they consider should be the main priorities for Tipperary County Council over the next five years. The consultation approach used was a semi-structured questionnaire, where participants were asked a series of questions as to the key challenges facing the Council and what its key objectives should be over the next 5 years. Participants also had the opportunity to provide additional information.

The online survey was advertised on the Council's website. Notification of the survey was also circulated to members of staff, elected Members, the libraries, Municipal District offices and the Public Participation Network.

Of those who participated in the online survey (116), over 5% were members of the business community, 5% were citizens commuting to Tipperary, 20% were community groups, with over 70% were citizens living and working within Tipperary. The feedback and opinions collected have been taken into account in forming the Council's new vision and strategic statements and supporting objectives.

At the December monthly meeting of the Council, permission was sought from the elected members to extend the timescale for the preparation and adoption of the Tipperary County Council Corporate Plan to the March monthly meeting.

Commencing early 2020, a further consultation process took place with different consultation platforms being used for different stakeholders.

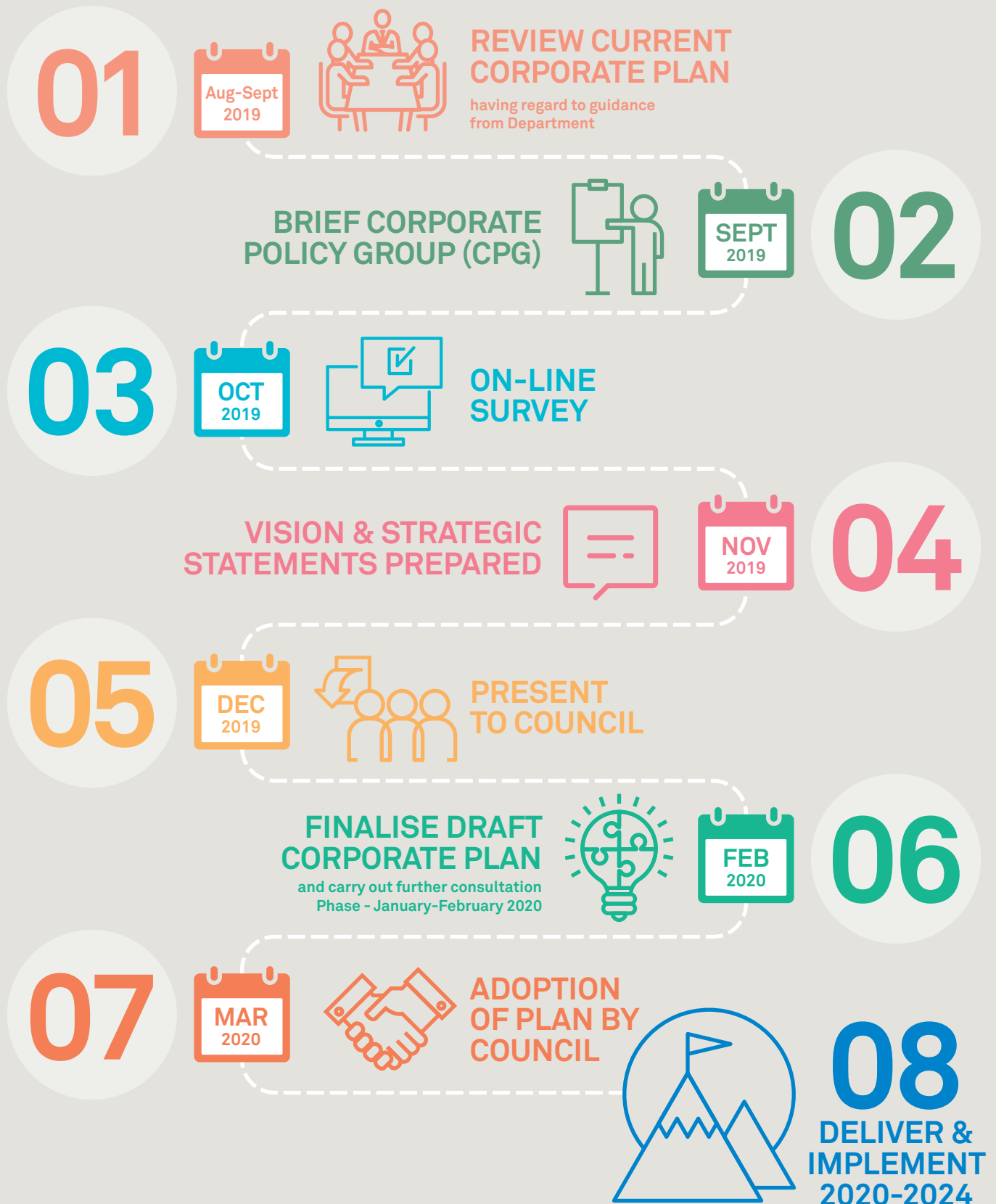
- The Council's Website consultation portal was used for members of the public and external stakeholders like the Public Participation Network;
- Further internal consultation took place with Council staff and the elected members;
- The draft plan was circulated to members of all the Strategic Policy Committees and the Local Community Development Committee for comment and
- The preparation of the Plan was also informed by the Council's risk management processes.

The draft Corporate Plan will be presented to the Corporate Policy Group prior to the Council meeting in March for their approval. On adoption of the plan by the Council, the Corporate Plan 2020-2024 will be published on the Council's website.



The Tipperary Public Participation Network (PPN) also seeks to inform, strengthen and empower through participation, and to support the three pillars of Community, Social Inclusion and Environmental Groups. To this end, the PPN has supported members to produce a shared vision for the future wellbeing of the county through a series of community workshops at each of the municipal districts www.tipperaryppn.ie. These visions statements have informed the preparation of the Corporate Plan.

PROCESS OF ADOPTING THE CORPORATE PLAN



Context of the Plan

ABOUT TIPPERARY

Tipperary, located at the heart of Ireland's Golden Vale and at the centre of Ireland's Southern Region, naturally lends itself to success. It is in close proximity to international airports and major ports, all connected by motorway networks providing direct access to the European market. The ports provide a gateway to the world's busiest shipping lanes and international access points, key when growing a globally focused company.

Tipperary boasts both vibrant urban centres active rural based communities, a highly skilled workforce and excellence in R & D capabilities spanning the length and breadth of the county. Ireland's largest inland county is home to some of the world's largest organisations across the global technology, pharmaceutical, biosciences, manufacturing and financial services sectors.

Coupled with a rich culture of heritage, food, festivals, sport and an unrivalled scenic countryside, Tipperary can offer the perfect work-life balance for companies and people choosing to locate here.

Tipperary has access to a network of national universities and colleges. There are nine leading third-level colleges and universities within a 2 hour commute, all producing graduates with the skills required to meet the needs of modern industry and technology.

A strong culture and tradition of collaboration from research, development and internship perspectives has proven to be a key factor in the success of companies who have already relocated to and expanded from Tipperary.

The interconnecting road and rail networks serve all major cities, sea and airports, making Tipperary one of the most central and accessible destinations for both business and leisure.

Tipperary is a treasure waiting to be explored. Boasting the breathtaking Lough Derg in the north-west, the iconic Rock of Cashel and the majestic River Suir, the sixth largest county in Ireland is a proverbial playground for those who like to explore the outdoors.

A County Steeped in Sporting Heritage



In sporting terms, Tipperary's heritage is world renowned.

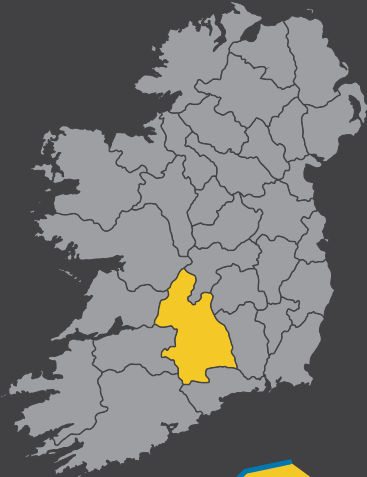
There is a rich legacy of sporting heritage permeating the countryside and communities of Tipperary. It is this tradition of sporting achievement and success which has laid the foundations and standards which others aspire to emulate.





Glen of Aherlow

Of the 32 counties Tipperary County is



6th
largest by
area

11th
largest by
population

4,282km²
(census April 2016)

159,553
(census April 2016)



Tributaries of the Shannon run through the northern part of the county and into Lough Derg.

LOUGH DERG

Arra Hills

M7

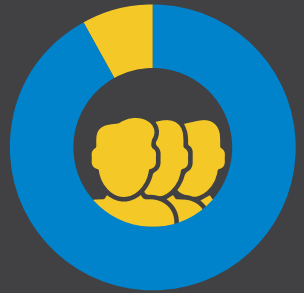
The region is part of the central plain of Ireland, but the diversified terrain contains several mountain ranges

Silvermine Mountains

KEY ARTERIAL ROUTES

Dublin: **M7, M8**
Waterford: **N24**

Train lines:
Dublin & Waterford



14,000
Tipperary residents identified as a nationality other than Irish

Making the county representative of both rural Ireland and a modern multi-cultural society (2016 census)

NEWPORT

is the fastest growing town. The population increased **10.5%** between 2011 & 2016.



The River Suir runs through the southern & central portion of the county.

M8

THE GOLDEN VALE

A rich pastoral stretch of land in the Suir basin which extends into counties Limerick and Cork. No part of the county touches the coast.

Galtees Mountains

N24

KEY ARTERIAL ROUTES

Limerick: **M7, N24**
Cork: **M8**

Train lines:
Cork & Limerick



TIPPERARY RESIDENTS

62.7%
live in rural areas

37.3%
live in urban area
(2016 census)

Knockmealdown Mountains

CLONMEL

is the largest town in the county, with a population of over 17,000 people.

ECONOMY

The 'Premier County', as Tipperary is known, has a diverse economy that includes:

- Clonmel is a centre of gravity for the life science sector, with leading global companies such as Abbott Vascular, Boston Scientific and MSD (Ballydine) collectively employing over 3,000 people (2020)
- Strong indigenous manufacturing companies such as Bulmers, ABP meat processors, Oak Park Foods, Ribworld, Dew Valley Foods, Arrabawn Co-op, Tipperary Co-op, Centenary Co-op and Rosderra Meats on the food sector operate in Tipperary. Recent developments include the establishment of the National Bioeconomy Campus project in Lisheen and the location of the Glanbia led, AgriChemWhey project, the largest Horizon 2020 project that the country has achieved during the lifetime of this programme. The county is also particularly strong in the engineering and building services sector, with companies such as Carey Glass, Sepam and Coillte Panel Products.
- Tipperary is world famous in the equine sector, being home to many well know yards such as Coolmore Stud farm and Ballydoyle training under Aidan O'Brien who holds the world record for 'group one' winners (over 300) from his facility in Rosegreen.



- Tourism plays a significant role in County Tipperary, supporting over 3000 jobs and leveraging off the stunning landscape and uniquely preserved built heritage. World class tourism experiences available in the county include attractions such as the Rock of Cashel, Cahir Castle, Holycross Abbey and Fethard Horse Country Experience and activities available in the natural landscapes, such as walking and watersports on uplands, valleys and blueways. Tipperary County Council will continue to engage with the sector to promote and develop the Tipperary suite of experiences during the lifetime of the new Corporate Plan, a cornerstone of which will be the development of a new Tourism Product Development Plan for the county.
- Small and medium size enterprises are a key aspect of the county's diverse economy;
- Town centres play a significant role in providing retail and financial services, recreation and employment;
- DMS Governance in the financial services sector has established a second site location in Cashel, where the job target is 50 employees by the end of 2020.
- The superb fertile land provides an ideal environment for food production and a growing reputation around artisan foods. The Tipperary Food Producers Network is one of the strongest artisan food networks in the country;

The Plan, while recognising the key role all these sectors play, will seek to support all sources of sustainable employment. For example, Questum, a business acceleration centre in Clonmel is home to over 10 companies in 2020 and a key lever in the development of the Ballingarrane Business, Science and Technology Campus over the 2020/25 period. A network of digital, co-working and technology hubs is planned across the county during the lifetime of this corporate plan.



OUR PEOPLE

The commitment and understanding of our staff and the Elected Members will be critical to the achievement of our objectives. They are ambitious for our communities, demanding of themselves and working to a shared purpose to deliver services for the citizens of Tipperary.

This Council has a proven track record supporting volunteering and community based groups, which play an integral part at all levels in all communities across the county. For example in 2019, the Tipperary Volunteer Centre (TVC) facilitated in excess of 30k volunteer hours in partnership with many groups. This initiative is part of a wider culture of volunteerism where many community, sports, arts and culture groups play a vital role in supporting various community efforts within the County. The Council will continue to facilitate and enable local vibrant communities, from Tidy Towns to local festivals, and a range of other activities that would not occur without this partnership between the County Council and volunteer community based groups.”

The Elected Members exercise their mandate in the Council chamber and through various committees of the Council. The Council supports and facilitates their role and provides opportunities for training, development and to keep them up-to-date on policy developments.



In a competitive labour market, Tipperary County Council strives to be an employer of choice and seeks to attract and retain the best and most skilled staff. The Council remains committed to the training, well-being and health and safety of its staff and fully implements the Performance Management and Development System (PMDS) process to ensure improved performance, greater job satisfaction and more focused training to improve capacity.

Our Public Service 2020 (OPS 2020) is a framework that supports continuous development and innovation across the Public Service. The Local Government Sector, in response and in order to assist in delivering on its commitments under the framework, has developed a “Local Authority People Strategy”.

Tipperary County Council fully embraces the strategy which is founded on three strategic priority areas and six key objectives:

SP.1

Workforce of the Future

Objective 1

Plan and deliver our organisation's workforce requirements

Objective 2

Be an employer of choice

SP.2

Effective Management

Objective 3

Create culture of continuous learning and development

Objective 4

Empower and enable our managers and supervisors

SP.3

Capacity and Capability

Objective 5

Promote positive employee relations and engagement

Objective 6

Create a fair, supportive and healthy working environment

These strategic priority areas have a high degree of interdependence and while each area is important in its own right, ultimately the council's vision for “Our People” will be realised through the cumulative impact of the achievement of all three areas.

Tipperary County Council's People Strategy provides the basis for the development of an action plan based on its own needs and priorities, consisting of 27 different actions across the 6 key objectives, some of which require a sectoral approach such as the development of:

- A Marketing campaign for communication of employment opportunities;
- A strategic approach to learning and development;
- HR Analytics based on real time with “future trending” capabilities.

We will develop an action plan that together with the sectoral approach will ensure that we are, during the lifetime of the Corporate Plan, in a position to:

- Plan for our future workforce requirements (Strategic Workforce Planning);
- Attract, recruit and retain the people that we need;
- Build capacity and competence to effectively deliver on our current and future services;
- Support succession planning;
- Continue to foster a culture of dignity, respect and fairness;
- Enable and empower a motivated and committed workforce to provide quality services to our citizens and customers



The strategy has been developed in a manner that facilitates annual review, prioritisation of emerging demands and alignment with the Corporate Plan Cycle and thus will have a 5 year timeline.

Our Operating Environment

Tipperary County Council is responsible for providing a wide range of services and supports to a diverse range of customers. Our customers include over 159,500 residents in 69,106 households, approx 14,000 businesses with over 63,400 employees, along with those who visit our county whether for recreation or work.

HOW DO WE WORK

The current system of Local Government in Ireland has been in place since the 19th Century. We are now in an era of fundamental change which requires us to look at what we do, how we do it and how we can do it better.

The ways that people transact their business in their daily lives have changed dramatically since the local government structures were first put in place. Methods of communication, technology, transport and work life balance have all evolved and developed significantly, as have social and economic circumstances, settlement and employment patterns. The structures which were put in place to meet the needs of the Ireland of the 19th Century are not necessarily best placed to meet the needs of the Ireland of the 21st Century.

2014 saw the establishment of Tipperary County Council and 5 Municipal Districts serving the full County of Tipperary and replacing ten existing local government entities (2 County Councils, 1 Borough Council, 6 Town Councils and the County Tipperary Joint Library Committee).

Service Delivery Model

The current service delivery model sees Nenagh and Clonmel as the two main council centres reflecting the strong economic and social focus of both towns at either end of the county. Council functions are divided across the two centres so that some are managed from one, with others from the second centre. Both centres have the capacity to deliver frontline services for all council functions.

Each district has one council office delivering a range of services outlined overleaf. Thus the potential for duplication is eliminated by the full integration of all council functions in one organisation, including management, staffing and other resources.



Customer Service:

The Service Delivery Model was developed following an examination of the services we deliver and how people are nowadays availing of those services. We found that approx. 80% of our customers interact with us by telephone. We also found that there is increased usage of alternative payment methods. These include Household Budget and Bill Pay services available in An Post outlets, On-Line Payments, Direct Debits, Standing Orders, Credit Card (by post or over the phone), cheque payments, as well as those who call in person. In line with the way people transact their business with other utility providers and indeed purchasing generally, people have a range of options available to them that would not have been there in the past.



Our approach to Customer Service is based on the following:

- A dedicated, trained Customer Services Team based at Customer Services Desks in Clonmel and Nenagh who provide a county-wide service for customers calling in person or by telephone to Tipperary County Council.
- The use of a Customer Relationship Management (CRM) System for logging and tracking customer queries.
- Facilitating the role of the elected members in representing the concerns of the public.
- Standardising the processing of requests, enquiries and complaints across the organisation to ensure that the response to customers is consistent and independent of where the service is based.
- Continuing and enhancing the access to online services available to the public.
- A countywide network of five Municipal District Offices. Each office has a Reception Desk appropriately staffed to deal with the public, including cash receipting facilities for customers.
- In the case of Clonmel and Nenagh, the Reception Desks are integrated with the Customer Service Desks referred to above.



Municipal Districts:

The County of Tipperary has the following Municipal Districts for the purposes of section 22A of the Local Government Act 2001. District offices provide a large range of infrastructural services for their communities, and play an active role in the development of industry, business, social, arts, heritage and cultural affairs.

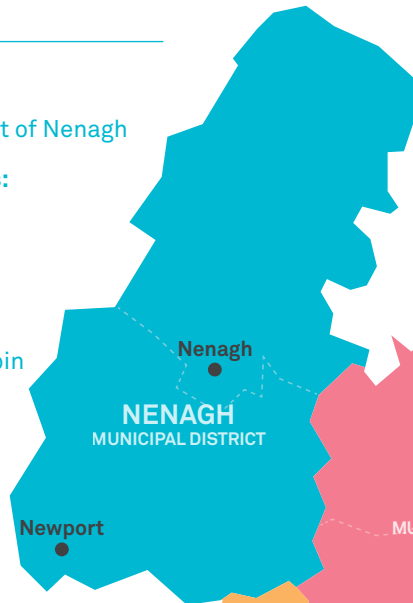
1 NENAGH

The Municipal District of Nenagh

Local Electoral Areas:

- Nenagh
- Newport

Population: 37,756
from Newport in the south up to Rathcabbin village in the north



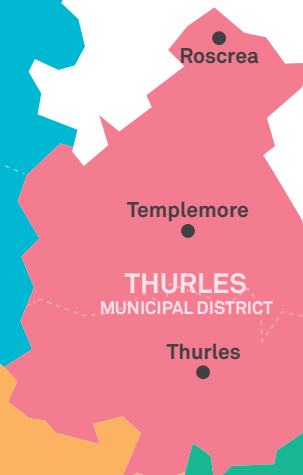
2 THURLES

The Municipal District of Thurles

Local Electoral Areas:

- Thurles
- Roscrea - Templemore

Population: 36,029
from Horse and Jockey in the south to Roscrea in the north



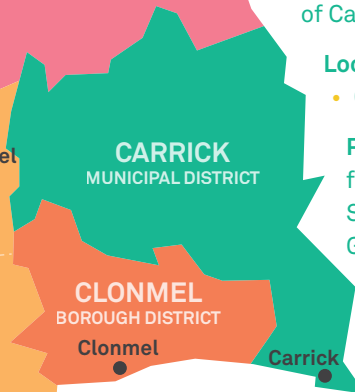
3 CARRICK-ON-SUIR

The Municipal District of Carrick-on-Suir

Local Electoral Area:

- Carrick-on-Suir

Population: 20,216
from Carrick-on-Suir in the south to Gortnahoe in the north



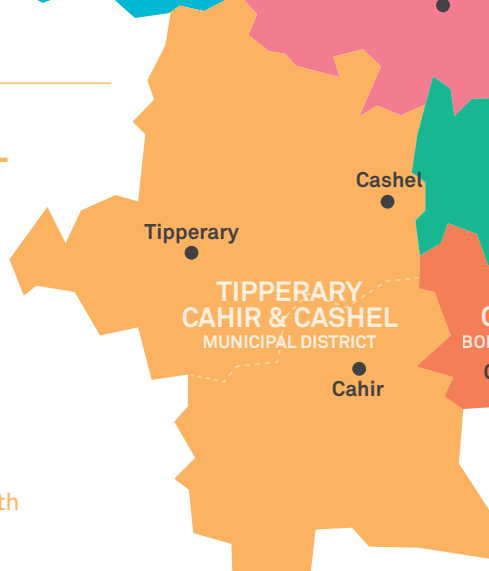
2 TIPPERARY-CAHIR-CASHEL

The Municipal District of Tipperary-Cahir-Cashel

Local Electoral Areas:

- Cahir
- Cashel - Tipperary

Population: 42,354
from Knockmealdown Mountains in the south to Holyford village in the north



5 CLONMEL

The Borough District of Clonmel

Local Electoral Area:

- Clonmel

Population: 24,306
from Comeragh Mountains in the south to Kilsheelan village on the east



LOCAL ELECTORAL AREAS

The Local Electoral Area Boundary Committee No. 1 Report 2018 recommended that Tipperary be divided "into eight local electoral areas (LEA), to be formed around the towns of Nenagh, Newport, Thurles, Roscrea and Templemore, Cashel and Tipperary, Cahir, Clonmel, and Carrick-on-Suir" and S.I. No. 634 of 2018 and S.I. No. 156 of 2019 - County of Tipperary Local Electoral Areas and Municipal Districts Order brought these changes into statutory effect.



Staff based at District level, are supported by staff based in the main offices in Clonmel and Nenagh, who deliver services at district level such as tenant liaison, social work, revenue collection, planning and environmental protection.

Service delivery in the District is managed by a District Administrator and District Engineer. In addition, a Director of Service is assigned District Director duties in addition to their functional duties.

Elected members, traders/businesses and community groups are able to access the relevant staff to deal with their enquiries whether in Clonmel, Nenagh or in the Districts. Towns continue to be provided with services (e.g. street cleaning, maintenance and enhancement works). Branch libraries are used as an information point for the distribution of leaflets, application packs and for internet access to services by members of the public.

This approach ensures that resources are focused on the delivery of front line services, with reduced administrative and overhead costs. The model also provides an enhanced emphasis on the economic development of the full county of Tipperary, operating within a revised regional structure and a realignment of community and economic co-operation at county level.



Municipal District Services

- Customer Services
- Sign Maintenance
- District Administration
- Street Cleaning and bin maintenance
- Councillor Representations
- Winter Maintenance / Emergency Plan/ staff / works
- Service Indicators – KPIs & other returns
- Council depots
- Health and Safety
- School Wardens
- Casual Trading
- Car parking Management (On Street/Off Street); Traffic Wardens; parking permits
- Out-of-hours emergencies
- Maintenance of Car Parks and of Urban Pedestrian and Streetscape
- Litter control and illegal dumping
- Licenses such as road opening and temporary street or road closures, etc
- Traffic Management including temporary event plans
- Landscape Plan: Maintenance of Lakeside amenities, Parks, River walks and roadside verges
- Local and Regional Road Block Grant / Maintenance
- Accept & validate Housing applications
- Roads GIS & (new) Road Condition Surveys
- Deal with Housing queries
- Provision, maintenance & upgrading of public lighting

Changing Environment

Despite the significant challenges in the Council's external environment during the period 2015-2019, Tipperary County Council continued to deliver a broad range of services to our customers. In addition, the Council made significant progress on the key goals and objectives during this period. A summary of the Council's major achievements can be found in Appendix 5.



EXTERNAL

In considering the Council's current external environment, the following factors exist and may present challenges over the lifetime of this Corporate Plan:

Public expectations

Economic lessons from our recent past and the introduction of a local property tax have led to increased demands for transparency around resource allocation and performance, which this Council will continue to address.

Political

Tipperary County Council is responsible for implementing government policy in a wide range of areas, such as housing, planning, climate action and waste management, smart travel etc. Targets are set at national level for the delivery of some Local Authority services and are subject to policy changes, as introduced centrally. As well as implementing nationally agreed policy, this Council is required to work with and influence other agencies to achieve our objectives.

Economic

Tipperary County Council is impacted by the performance of the economy in terms of our income sources, the increased demands for the services we provide, the rising costs of project delivery and the pressures to attract and retain skilled staff. The uncertainty surrounding Brexit may negatively impact the national and local economy, with knock-on effects on budgetary decision-making and our financial capacity.

Tipperary County Council is aware of the Retail Sectors significant contribution to the local economy and as such are constantly reviewing and developing strategies and programmes to assist in the sector's development.

Tipperary County Council recognises the need to develop an appropriate framework to provide additional support to existing retail, to ensure that retail businesses grow, to allow retailers protect jobs and to help them to expand their employment base. A partnership approach between the local authority and retailers is of paramount importance in ensuring the future success of the county.

We now need to take the opportunity over the next 5 years to further promote and enhance the profile of Tipperary to ensure that we are best placed to meet the needs of the people of Tipperary and to maximise the use of our resources in delivering services to our communities

Social

This Council continues to deal with an increasing population, which is relatively young, mobile and well educated. We are conscious of improving economic circumstances, changing demographic profiles, emigration and immigration trends, housing needs, planning challenges and consumer demands. These will all have substantial implications for resource allocation, the services we provide and how we provide them.

Technology

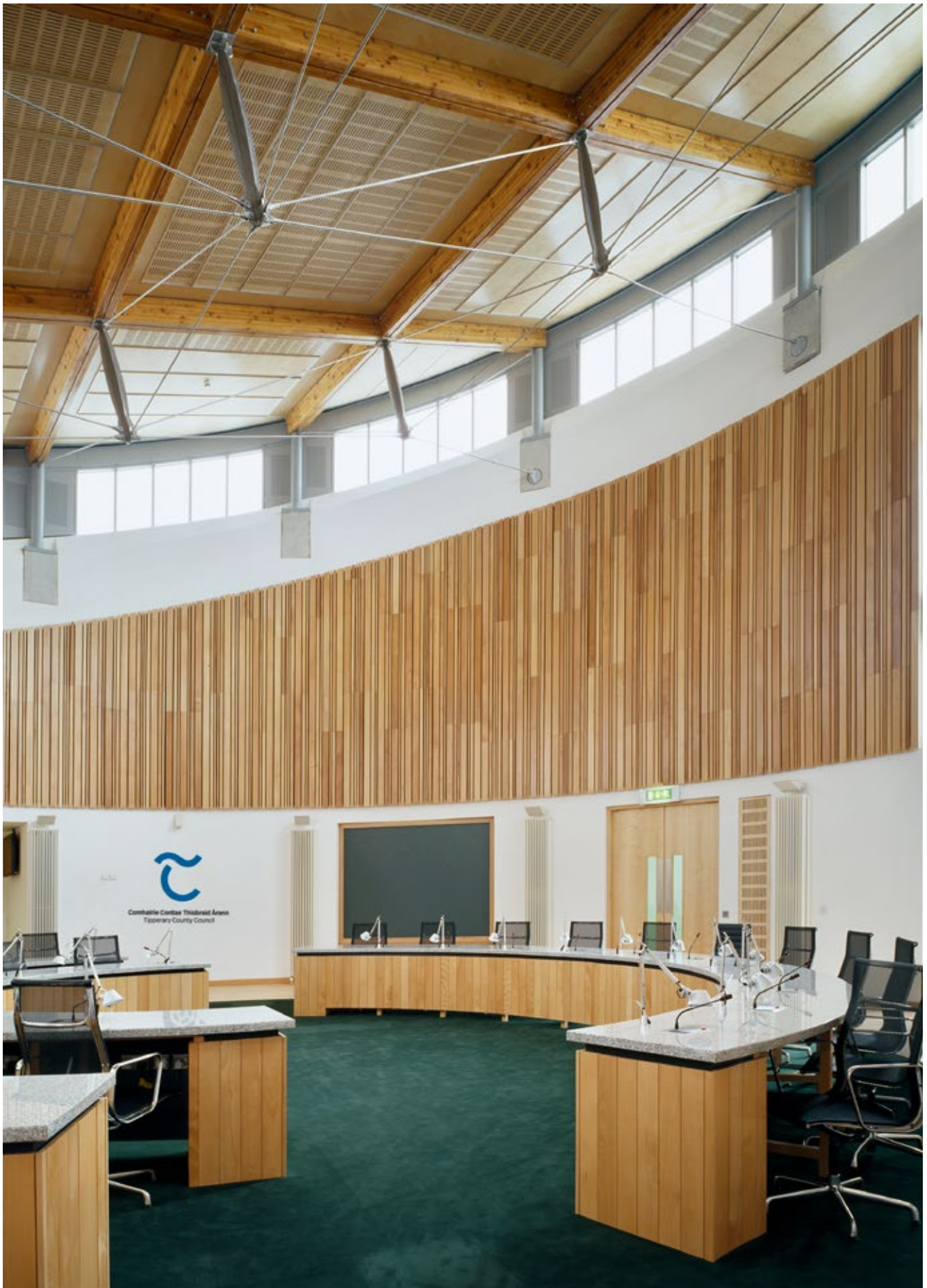
Tipperary County Council is constantly aware of emerging advances and trends in technology and new media. We strive to identify and apply initiatives that can streamline our service provision, customer services and decision making processes while complying with best practice in cyber security, privacy and GDPR.

Environmental and Climate

This Local Authority operates at the frontline of environmental protection and enforcement, remediating legacy waste issues, meeting our energy efficiency and emissions reduction targets. Through climate adaptation and mitigation strategies, we aim to make our county more resilient to the challenges of Climate Change. The frequent occurrence of more extreme weather events are also influencing how we plan, adapt and allocate resources to improve our level of preparedness.

Legal

We operate in an increasingly complex legal and regulatory environment, in the context of EU regulation, risk and governance, health and safety legislation, procurement, data protection and GDPR etc. We are conscious of our Public Sector Equality and Human Rights Duty and are required to implement this in all our operations. We are also subject to national performance oversight in the delivery of our key services.



INTERNAL

In order to achieve the goals and objectives outlined in this Corporate Plan, the Council will need to have the necessary organisational capacity and resources. Key factors in having the necessary capacity and resources will be the implementation of an effective Workforce Plan and the ongoing monitoring of performance against goals and objectives.

The following factors will heavily influence organisational capacity and resources:

Our People - ensuring a fit for purpose organisation

In a competitive labour market, there will be increasing pressures to be an employer of choice for ambitious people. We remain committed to the training, well-being and health and safety of our staff and will fully implement the PMDS process to ensure improved performance, greater job satisfaction and more focused training to improve capacity.

The implementation of a robust workforce plan and effective organisation structure will be advanced in conjunction with a streamlined approach to work, enabled by technological advances.

Corporate Governance

We are committed to strong corporate governance processes that demand an understanding of our environment, identifying our risks and reviewing internal systems, structures and processes to ensure we are best placed to deliver our objectives and meet our various statutory obligations.

Change Management - New Ways of Working

Maximising the potential of shared services and online and digital technology and advancing our Customer Relationship Management System (CRM) to optimise the cost effectiveness and efficiency of the organisation to enable the delivery of excellent customer services will be essential. There will also be a need to adapt our models of contracting so that we are attractive to the best partners and suppliers.

Leading Multi-Agency Approaches

There will be an increased need for the Council to act as an integrating body in support of a coordinated focus on the county. With many of our partner agencies moving to regional and national models, it will be up to us to bring them together to make Tipperary a priority.

Leading on Shared Services

We will actively pursue opportunities to work with other Local Authorities and outside bodies to achieve more efficient use of resources, improve our business processes and achieve our corporate objectives. We will continue to implement a range of sectoral shared service arrangements and continue to deliver our service level agreements with a number of national agencies.

Managing Risk

We will continue to review the risk environment and provide feedback to the Senior Management Team, as this Corporate Plan is implemented.





DELIVERING ON OUR VISION

Our Strategic Themes 2020-2024

This Corporate Plan - underpinned by our Core Values - contains four Strategic Themes for which strategies have been developed that will deliver our vision and ensure the improvement of Council services and infrastructure over the period of the Plan.



For each Strategy, we have identified a number of supporting Objectives, for which actions and activities will be identified by relevant Directorates in their Annual Service Delivery Plans (ASDPs) and the Schedules of Municipal District Works (SMDWs). The Council has also identified key indicators to measure and track performance, which will also be reviewed annually through the ASDPs.



OUR ECONOMY

- Growing Our Economy
- Facilitating Development
- Attracting Entrepreneurs

STRATEGIC STATEMENT

Make Tipperary resilient by supporting innovation, enterprise growth and sustainable employment. Support a diverse and skilled workforce to enhance and develop our County.

ECONOMIC DEVELOPMENT & TOURISM

OBJECTIVES

- 1 —————
Reduce unemployment, achieve economic stability and increase the standard of living for all citizens.
- 2 —————
Collaborate with all agencies and partners to position Tipperary as an excellent location for investment and employment.
- 3 —————
Encourage our businesses to become resilient to the impacts of climate change through a carbon neutral commitment.
- 4 —————
Through the LEO, support the future Economic growth of the County by offering more integrated support services for micro and the small business sectors.
- 5 —————
Support a culture of entrepreneurship to incentivise work, enterprise, trade, innovation and investment.
- 6 —————
Support the growth in retail activity thereby, increasing the vitality and vibrancy of our town centres.
- 7 —————
Support the provision of high speed broadband throughout the County.
- 8 —————
Sustain, develop and differentiate the tourism product and the tourism experience across the County in collaboration with national agencies.
- 9 —————
Create an environment for collaborative marketing and capacity building in the tourism sector.
- 10 —————
Position Tipperary as a holiday destination for domestic and international markets.

ROADS AND TRANSPORTATION

OBJECTIVES

11

Plan for and enable future development of efficient, sustainable, integrated and accessible land transport networks and services. Plan for investment in infrastructure which meets the evolving requirements of weather and climate services.

12

Ensure appropriate planning, design and management of green and blue infrastructure assets to deliver a wide range of benefits, from providing sustainable transport links, to mitigating and adapting the effects of climate change.

13

Prioritise and progress our key infrastructure projects to facilitate economic development and meet the needs of businesses, citizens and visitors alike, in order to maintain and improve competitiveness on a national and international basis.

14

Improve the public realm infrastructure so that people can live, work, and access culture and recreation in a safe and friendly environment.

PLANNING AND DEVELOPMENT

OBJECTIVES

15

Continue to develop project bids consistent with the wider strategic goals of the Local Authority and pursue Urban Regeneration and Development Fund & Rural Regeneration and Development Fund funding under Project Ireland 2040.

16

Deliver first post merger County Development Plan.

17

Ensure all policy documents promote Tipperary as a dynamic and effective economic player in the Southern Region.

18

As a pilot county progress the delivery of e-Planning functionality in co-operation with LGMA to increase efficiency and enhance customer service.

19

Ensure that the planning process positively encourages the physical, social and economic development of our county and ensures that all developments accord with the principles of sustainable development.



STRATEGIC STATEMENT

Further develop Tipperary's reputation as a green and sustainable environment achieved through future proofing our communities to be energy efficient and climate change ready. Support our citizens in protecting our environment for current and future generations.

OUR ENVIRONMENT

- Developing resilience to Climate Change
- Embracing Biodiversity

ENVIRONMENT & CLIMATE CHANGE

OBJECTIVES

20

Build educational capacity around Environmental Sustainability and Development by informing and educating our communities about climate change, such as encouraging biodiversity, preserving our water quality, building resilience to climate change i.e. reducing the impact of flooding, protecting vulnerable communities and responding to emergency situations in extreme weather events.

21

To support the transition to a low carbon economy and lead on Climate Action by incorporating all the actions listed in the Climate Adaptation Strategy and the Sustainable Energy Action plan into existing functions and services across Directorates. Each Directorate must climate proof their future plans and policies, manage risks associated with climate change, identify opportunities, protect our assets and the natural built environment, allocate resources to achieve the 2030 energy efficiency targets and reduce CO₂ emission levels.

22

To develop Renewable Energy and Energy Efficiency programmes.

23

To promote and sustain the circular economy by encouraging waste reduction and supporting reuse, recycling and recovery initiatives.

24

As Joint Lead Authority with Limerick County Council, to develop a Regional Waste Management Plan for the Southern Region.

25

To improve water quality through the implementation of the River Basin Management Plan in conjunction with other statutory bodies.

26

To commit to creating a sustainable county which is environmentally bearable and socially equitable into the future, with the UN Sustainable Development Goals (SDGs) providing a shared blueprint for such a future. Over the course of this plan, We will seek to develop ways to frame our work in the context of the SDGs and will map the goals and priority objectives of this Plan to the SDGs.

LOCAL AUTHORITIES WATERS PROGRAMME (LAWPRO)

OBJECTIVES

27

To direct and manage the national shared service “The Local Authority Waters Programme” in order to protect and improve the quality of Ireland’s natural water resources. The Programme will work alongside Tipperary and all county councils across the country to deliver on the objectives of the River Basin Management Plan 2018 – 2021.

WATER SERVICES

OBJECTIVES

28

Water Services will continue to work in partnership with Irish Water to implement the Service Level Agreement, which runs from 01 January 2014 to 31 December 2025, and will act as the agent of Irish Water in the operation and maintenance of public drinking water and wastewater services. It will co-operate with Irish Water in the delivery of its Investment Plan 2020-2024 and will work collaboratively with the national public utility in the delivery of the Annual Service Plan.

29

Water Services will also deliver the Rural Water Programme 2019-2021, and any extension thereof, to achieve high quality drinking water and wastewater services for those areas of County Tipperary not served by Irish Water infrastructure.



FIRE & EMERGENCY SERVICES

OBJECTIVES

30

In accordance with Section 26 of the Fire Services Act, 1981 review and prepare a draft Fire & Emergency Operations Plan for adoption by Tipperary County Council.

31

Continue to enhance the culture of compliance with the Building Regulations throughout County Tipperary and ensure that the requirements of the Construction Products Directive and Energy Performance of Buildings Directive are achieved in new construction through education and monitoring by the Building Control Authority of Tipperary County Council.

32

Continue to develop and implement a comprehensive fire safety education and awareness campaign throughout the county including school visits, demonstrations and professional development events.

CIVIL DEFENCE

OBJECTIVES

33

To provide a well trained professional second line emergency service to back up the statutory services in time of emergency.

34

To facilitate where possible support to community, sporting and cultural events in our County with the provision of ambulance and first aid cover.

35

To recruit volunteers from within our community, and provide appropriate training & knowledge skills required to undertake our tasks.

OUR COMMUNITY

- **Functional Living Town Centres**
- **Citizen Safety**

STRATEGIC STATEMENT

Continue to develop Tipperary as an attractive place to live with sustainable and sensitive development. Build strong and confident communities with a sense of pride that are inclusive, equal and informed. Support the Arts and Lifelong learning, to create a rich and diverse heritage and culture

HOUSING

OBJECTIVES

36

Continue to utilise all social housing supports available to maximise the number of housing units that can be delivered over the period of the Corporate Plan to provide safe homes for all of our more vulnerable citizens.

37

Continue to develop and implement sustainable inclusive Housing policies, which strive to meet the changing accommodation needs of all our citizens throughout their lifetime.

38

Work actively with all relevant Agencies to ensure that appropriate supports are provided to our more vulnerable tenants so that they can sustain a home.

39

Adopt best practice in Housing Estate Management, in order that all Local Authority Housing estates are perceived as safe attractive places in which to live.

40

Maximise all available income streams in order to deliver an effective appropriate housing service for the people of Tipperary.



COMMUNITY DEVELOPMENT & SOCIAL INCLUSION

OBJECTIVES

41

To develop policies and devise projects with our partners that promote healthier lifestyle choices and options for our communities, for example the Healthy Ireland and Sports Strategies Playground Policy, Age Friendly Programmes.

42

To empower our inclusive communities and encourage and assist them, the Council will work in partnership with other statutory and non-statutory agencies, as well as volunteer and community groups to undertake works and projects which provide the optimum outcomes.

43

To further embed the collaboration between the Local Authority, Public Participation Network PPN and wider community to influence policy and harness available opportunities.

44

To inform and advise communities on both environmental and climate issues and actions, and to take initiatives to minimize our impact on the environment.

45

To make Tipperary an attractive place to live with a rich and diverse culture and heritage, that nurtures life-long learning.

46

To continue with our partners to develop a broad range of facilities and amenities.

SPORTS PARTNERSHIP

OBJECTIVES

47

To increase participation in sport and physical activity by developing tailored programmes to specific target groups across the County of Tipperary.

ARTS / CULTURE / HERITAGE

OBJECTIVES

48

Continue to enhance and protect the built heritage in Tipperary and to work in partnership with key stakeholders to deliver a high quality heritage service that will serve the people of Tipperary and attract visitors to our county.

49

The Arts Service will continue to work to support an environment where the arts can flourish to the benefit of artists, local communities and visitors to the county.

50

To promote and develop the re-imagined and refurbished County Museum.

LIBRARY SERVICE

OBJECTIVES

51

Maximise the potential of the library service to further develop its role in the provision of literacy and learning in the community through the implementation of Our Public Libraries 2022.

52

Continue to support and develop Information and Communications Technology (ICT) and online services as an integral part of the modern library service in the knowledge economy.





OUR PEOPLE

- Explore the potential of shared services
 - Leading Multi Agency Collaboration
- Advancing Digitisation and Communication
- Developing a fit for purpose organisation
 - Maximising funding resources

STRATEGIC STATEMENT

Build on the capacity and capability of our dedicated workforce by providing training and development opportunities that seek to fulfil both organisational and personal goals. Recruit people with the appropriate knowledge and skills that will add further value to the delivery of high quality public services

CORPORATE

OBJECTIVES

53

Support the Elected Members, Corporate Policy Group and Strategic Policy Committees, Joint Policing Committee and other committees as prescribed by legislation, in their leadership and representative role, to ensure democratic accountability and effective governance.

54

Improve our communications and engagement with all citizens and stakeholders in order to heighten awareness and understanding of our role and the services we deliver.

55

Develop and implement appropriate policies, procedures and internal audit mechanisms to ensure standards of organisational performance are in line with corporate governance, the Public Sector Duty and best practice and are applied consistently across the organisation.

56

Provide an accessible and responsive customer service to underpin customer satisfaction and implement a Customer Care Policy based on our Customer Relations Management (CRM) System.

57

Ensure our compliance with data privacy and access to information legislation.

58

Optimise the use of our assets (buildings and facilities) for the benefit of the organisation and the community through the implementation of our Property Asset Management Strategy.

59

Continue to strengthen our governance and business planning processes, including the development and implementation of our Business Continuity Plan for the organisation.

60

Encouraging Innovation within the Council, in order to develop new and improved ways of working and delivering better services for the public.

HUMAN RESOURCES

OBJECTIVES

61

Implement the Public Sector Equality and Human Rights Duty (The Public Sector Duty) across all functions in order to ensure delivery of services that reflect equality, dignity and respect for human rights. (See Appendix 1)

62

Develop an action plan that will give effect to the Local Authority People Strategy designed to build capacity and competence within our staff to effectively deliver on our current and future services. (See our people on page 15)



INFORMATION TECHNOLOGY

OBJECTIVES

63

Maximise the use of ICT/Digital/Online technologies to enable the delivery of excellent citizen centred services. Optimise the efficiency and effectiveness of the organisation and facilitate departments in providing services to our Citizens and Stakeholders, in alignment with the digital strategies of local government, the wider public service and Tipperary County Council.



FINANCE

OBJECTIVES

64

Provide timely and accurate financial information and advice for all users to enable good decision making .

65

Monitor and control all income and expenditure.

66

Develop and promote good financial practice and implement efficient upgrades to the financial management systems.

67

Promote the principles of public procurement and compliance with procurement directives, legislation, circulars and other legal requirements.

Our Core Values

In implementing this Plan, Tipperary County Council will be guided by the following Core Values which underpin our operations and services:

01



Quality Service / Customer Focus

We will be citizen-centred and customer-focused in our operations and we will treat all people with dignity and the upmost respect always. We will be willing to listen and be informed by the views of the citizens of Tipperary to create and deliver an inclusive county.

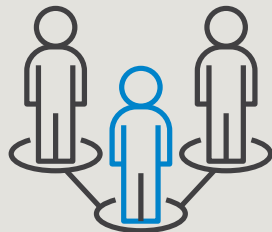
02



Sustainability

We will be committed to being good stewards of our environment by acting and ensuring all our practices are consistently environmentally responsible and adopting sustainable best practices. We will have an emphasis on supporting sustainable and resilient communities throughout the county.

03



Collaboration

We will serve as a catalyst for local economic development through transparent and respectful engagement and we will engage and consult with our stakeholders in the decisions that affect them to bring about positive change for the county. We will be pro-active in identifying and delivering on opportunities, embracing new ideas, new practices and technologies in order to advance and develop the county in a forward thinking way.

04



Good Governance

We will provide strong Governance, be open to scrutiny and be transparent in all our dealings. As the primary public representative body in the county we will provide clear direction in economic social and community development and we will be accountable and responsible for all our decisions. We will be committed to demonstrating a high level of integrity in all our dealings, particularly in the performance of our duties.



Public Sector Equality and Human Rights Duty

As a public body we have obligations under the Irish Human Rights and Equality Commission Act 2014 to have regard to the need to eliminate discrimination, promote equality of opportunity and protect human rights.

The Duty is an ongoing obligation and Tipperary County Council will:

- Assess the relevant rights and issues arising;
- Address what actions are required; and
- Report on developments and achievements annually.



Nenagh Castle

4

IMPLEMENTING THE CORPORATE PLAN

The implementation, monitoring and measurement of this corporate plan are important to Tipperary County Council and more especially, our citizens and customers.

Performance Management Framework

01



Corporate Plan

Strategic Planning document of Tipperary County Council

Annual Budget

Revenue income and expenditure



02



Service Delivery Plan

Business Operational Plans

03



Team Plans

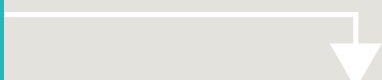
Implementation Plans for individual teams within Directorates

04



Personal Development Plan

Individual objectives and targets for staff related to Team Development Plans



IMPLEMENTATION

The implementation involves the production of an Annual Service Delivery Plan (ASDP) in line with the approved Annual Budget and Capital Plan. The Annual Service Delivery Plan will set out the activities to be undertaken across all key functional areas of Tipperary County Council and how they deliver on the Corporate Plan objectives.

It is also linked to the performance management and development system (PMDS) and relevant performance indicators developed by the National Oversight and Audit Commission (NOAC).

A key part of the annual budget process is the engagement at Municipal District level on the financial allocations and the levels of discretionary funding available at Municipal level through the Municipal District Allocation (GMA). Once the level of funding is set, the Elected Members in the five MDs will also agree the annual Schedules of Municipal District Works, in line with the broader corporate objectives.

The achievement of the goals and objectives will be driven by the Senior Management Team and the staff of the Council.



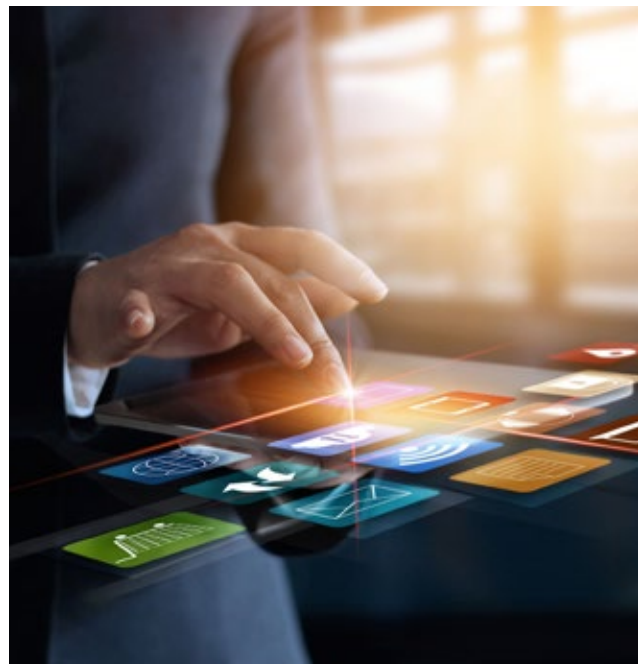
MONITORING

It is essential that we are able to monitor whether we are delivering the expected benefits for our communities. We will put mechanisms in place to ensure that Councillors and the public are able to track our progress throughout the lifetime of the Corporate Plan.

Metrics are set out in this Plan to validate progress and the status of the strategic actions. These metrics rely on the national service indicators established by the NOAC for the local government sector. The Council will also use a number of other appropriate metrics, where data is collected and readily available. It is the intention of Tipperary County Council to expand the range of indicators it will use during the lifetime of this plan to measure progress and support evidence-based policy making. The plan will use 2018 as the baseline measure.

The Council is in receipt of greater levels of Central Government grants and funding and will monitor the financial and qualitative impact of these on the achievement of its strategic objectives over the lifetime of the Corporate Plan.

The Council will also use customer surveys, mystery shopper surveys, performance indicators, engagement with the PPN and direct feedback to monitor the above. We will keep the public informed on the above and endeavour to provide good quality information to its customers at all times.



REPORTING

Progress reporting will be undertaken through a number of mechanisms over the 2020-2024 period, which will provide oversight of the delivery of the strategic objectives, most notably through:

- (a) Monthly Management Report to Council;
- (b) Annual Progress Report to Council;
- (c) Annual Report of the Council;
- (d) Annual National Service Indicators Report (produced by NOAC); and
- (e) Annual Financial Statement and Audit Reports.

The monthly management reporting to the Council, introduced in 2014, will also ensure Elected Members and citizens are kept apprised of corporate activity and action items on a regular and ongoing basis throughout the year.

REVIEW

A review procedure for this Corporate Plan is provided for in section 134(8) of the Local Government Act 2001. Tipperary County Council will undertake a review, having regard to any recommendations made to it or on a sector-wide basis by the NOAC in respect of the adequacy of this Corporate Plan.

If we are successful we expect to see;

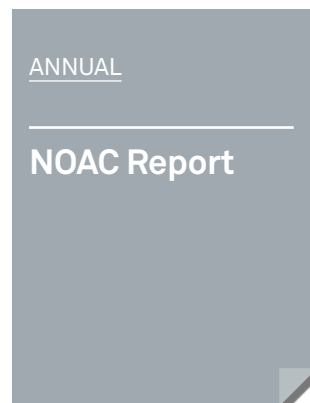
- Increased public satisfaction with the simplicity and ease of interaction with the Council;
- More cost effective services;
- Fewer complaints from the public;
- More on-line transactions carried out through the Council's web site;
- High levels of staff satisfaction;
- Safe working environment



www.tipperarycoco.ie/your-council/management-reports



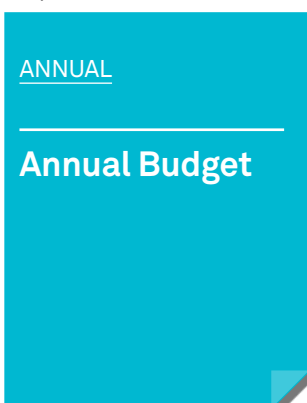
Published Online following each MD Meeting



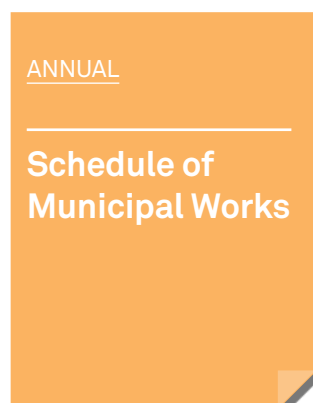
www.noac.ie



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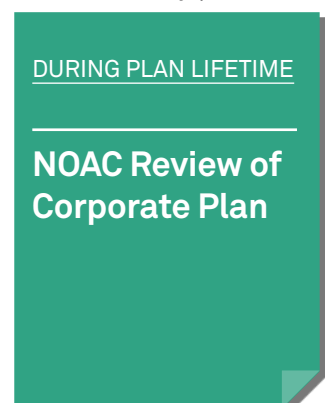
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5

APPENDICES

Appendix 1

OUR PUBLIC SECTOR DUTY – WHAT WE WILL DO

Introduction

The Public Sector Equality and Human Rights Duty ('the Duty') places a statutory obligation on public bodies to eliminate discrimination, promote equality of opportunity and protect the human rights of those to whom they provide services and staff when carrying out their daily work. It puts equality and human rights in the mainstream of how public bodies, such as Tipperary County Council, execute their functions.

Section 42 of the Irish Human Rights and Equality Commission Act 2014 places the Duty in the context of strategic planning. Tipperary as a consequence is required to set out an assessment of the equality and human rights issues relevant to its purpose and functions in a strategic plan, such as a Corporate Plan, in a manner that is accessible to the public.

Section 42(1) requires public bodies to have regard to the need to:

- Eliminate discrimination;
- Promote equality of opportunity, and
- Protect the human rights of staff and service users.

Implementing the Duty has the potential to stimulate proactive approaches to equality and human rights at strategic planning level and in annual work plans, team development plans etc.

The act requires Tipperary County Council to, having regard to its functions, purpose, size and resources available to it, to:

- **Assess** – set out in its strategic plan an assessment of the human rights and equality issues it believes to be relevant to its functions and purpose;
- **Address** – set out in its strategic plan the policies, plans and actions in place or proposed to be put in place to address those issues;
- **Report** – report on developments and achievements in its annual report.

An assessment of equality and human rights issues leads to recognition of the need to better understand the experience and diversity of staff and service users, to ensure dignity in the workplace and to improve access to services.

In implementing the Duty the council will apply the following three step approach, Assess, Address and Report adopting an 'evidence' based approach.

In the assessment stage we will consider:

- What potential human rights and equality issues need to be addressed or considered;
- What structures and initiatives do we already have in place to support human rights and what improvements if any are required to be made to same to ensure their continued effectiveness;
- What human rights and equality issues need to be prioritised for action.

In the Addressing stage we will:

- Agree priority actions to address equality and human rights issues identified in the assessment stage;
- Determine the most appropriate implementation structure to drive the Duty;
- Consider staff capacity so as to ensure we are in a position to prevent and respond to issues as they present;
- Integrate the Duty in strategic planning i.e. development plans, procurement plans, team development plans etc;

In the Reporting stage we will:

- Review and monitor the collection of data, clearly defined targets arising from the assessment and addressing stages;
- Consult and engage with staff and service users;
- Detail achievements and steps taken in action plans in our annual report;
- Report on developments and achievements in a manner that is accessible to the public.



Graves of the Leinstermen



St Patricks Well



FIONA BONFIELD
LABOUR PARTY



GERARD DARCY
FINE GAEL



HUGHIE McGRATH
NON-PARTY



JOE HANNIGAN
NON-PARTY



JOHN CARROLL
FIANNA FÁIL



JOHN ROCKY McGRATH
NON-PARTY



MICHAEL O'MEARA
NON-PARTY



PHYLL BUGLER
FINE GAEL



SEAMUS MORRIS
NON-PARTY



ANDY MOLONEY
NON-PARTY



ANNEMARIE RYAN
NON-PARTY



DECLAN BURGESS
FINE GAEL



JOHN CROSSE
FINE GAEL



MÁIRÍN McGRATH
NON-PARTY



MARIE MURPHY
FINE GAEL



MARY HANNA HOURIGAN
FINE GAEL



MICHEÁL ANLÍM
FIANNA FÁIL



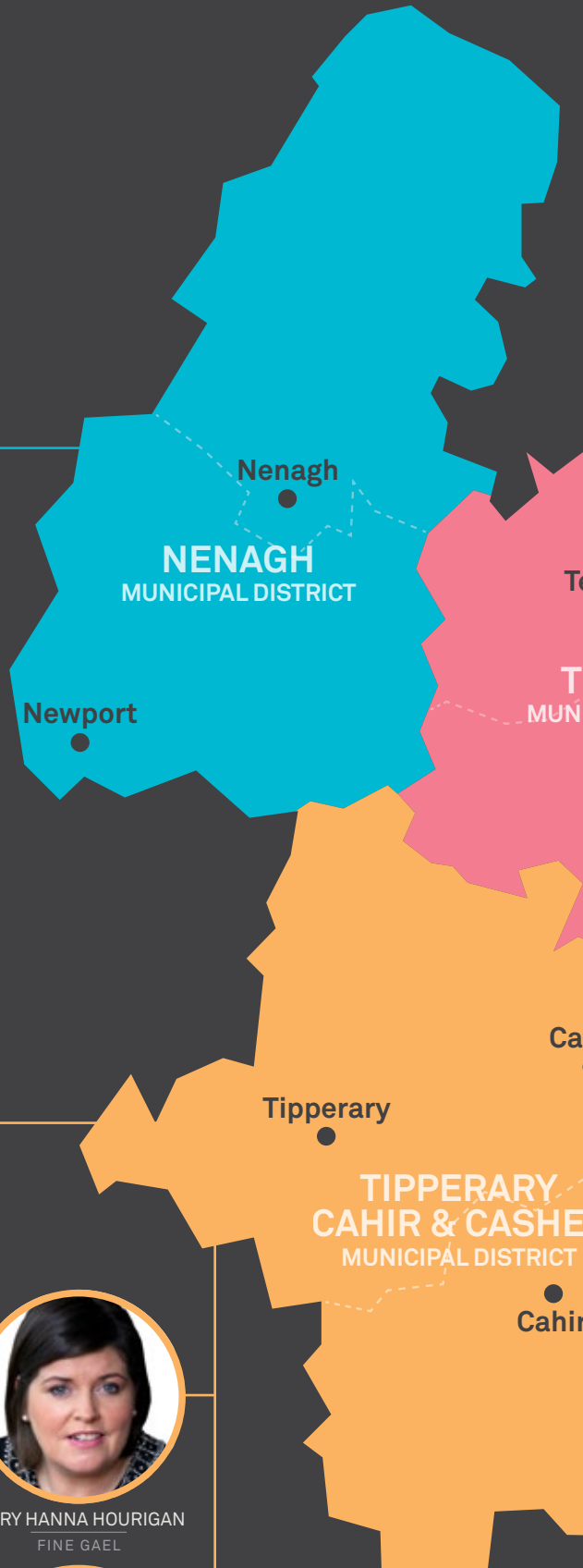
MICHAEL FITZGERALD
FINE GAEL



ROGER KENNEDY
FIANNA FÁIL



TONY BLACK
SINN FÉIN



The map shows the Thurles Municipal District in pink, Carrick Municipal District in green, and Clonmel Borough District in orange. Councilors are listed in rows corresponding to their geographic areas. Lines connect the councilors to their respective districts on the map.

Area	Councilor Name	Party
Thurles Municipal District	Eddie Moran	NON-PARTY
	Jim Ryan	NON-PARTY
	Michael Smith	FIANNA FÁIL
	Micheál Lowry	NON PARTY
	Noel Coonan	FINE GAEL
	Peter Ryan	FINE GAEL
	Seamus Hanafin	FIANNA FÁIL
	Sean Ryan	FIANNA FÁIL
Shane Lee	NON-PARTY	
Carrick Municipal District	David Dunne	SINN FÉIN
	Imelda Goldsboro	FIANNA FÁIL
	Kevin O'Meara	NON-PARTY
Clonmel Borough District	Kieran Bourke	FIANNA FÁIL
	Mark Fitzgerald	FINE GAEL
	Garret Ahearn	FINE GAEL
Other Areas	Michael Murphy	FINE GAEL
	Niall Dennehy	NON-PARTY
	Pat English	WUAG
Other Areas	Richie Molloy	NON-PARTY
	Siobhán Ambrose	FIANNA FÁIL

Appendix 2:
SELECTED COUNCILLORS
MUNICIPAL DISTRICT

NENAGH ELECTORAL AREA

FIONA BONFIELD

LABOUR PARTY

87 Mulcair View, Newport,
Co. Tipperary
fiona.bonfield@tipperarycoco.ie
086-1670863

COMMITTEES:

- Community, Culture & Library Service SPC
- IPBMI(Irish Public Bodies Mutual Insurance)
- ETB(Education Training Board Tipperary)
- Privilege & Procedure Committee
- NTFEC(North Tipperary Food Enterprise Centre)
- TJPC(Tipperary Joint Policing Committee)

DR. PHYLL BUGLER

FINE GAEL

Inchadrinagh, Ballina,
Co. Tipperary
phyll.bugler@tipperarycoco.ie
087-2807655

COMMITTEES:

- Economic Development & Enterprise SPC
- Planning & Emergency Services SPC
- ETB(Education Training Board Tipperary)
- NTFEC(North Tipperary Food Enterprise Centre)

JOHN CARROLL

FIANNA FÁIL

Kilcolman House,
Nenagh, Co. Tipperary
john.carroll@tipperarycoco.ie
086-8041893

COMMITTEES:

- Planning & Emergency Services SPC
- Environmental & Climate Action SPC
- RHFWR (Regional Health Forum West)
- LCDC
- RWMC(Rural Water Monitoring Committee)

GERARD DARCY

FINE GAEL

Clashateeaun, Ardcroney,
Nenagh, Co. Tipperary
gerard.darcy@tipperarycoco.ie
086-2752838

COMMITTEES:

- Planning & Emergency Services SPC
- Community, Culture & Library Services SPC
- RWMC(Rural Water Monitoring Committee)
- THF (Tipperary Heritage Forum)
- North Tipperary Genealogy & Heritage Services
- TJPC(Tipperary Joint Policing Committee)

JOE HANNIGAN

NON-PARTY

Kilbarron, Coolbawn,
Nenagh, Co. Tipperary
joe.hannigan@tipperarycoco.ie
087-2566157

COMMITTEES:

- Planning & Emergency Services SPC
- Economic Development & Enterprise SPC
- LCDC(Local Community Development Committee)
- North Tipperary Genealogy & Heritage Service

HUGHIE MCGRATH

NON-PARTY

19 Brooklands Drive,
Nenagh, Co. Tipperary
hughie.mcgrath@tipperarycoco.ie
087-2559323

COMMITTEES:

- Infrastructure (Roads, Transportation & Water Services) SPC
- Planning & Emergency Services SPC
- TJPC(Tipperary Joint Policing Committee)
- North Tipperary Genealogy & Heritage Services
- LTCC(Local Traveller Consultative Committee)

SÉAMUS MORRIS

NON-PARTY

Rathnaleen, Nenagh,
Co. Tipperary
seamus.morris@tipperarycoco.ie
087-2859125

COMMITTEES:

- Economic & Development & Enterprise SPC
- RHFWR(Regional Health Forum West)
- MWRDAF(Mid West Regional Drugs & Alcohol Forum)

JOHN (ROCKY) MCGRATH

NON-PARTY

Graunbeg, Killoscully,
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086-1714224

COMMITTEES:

- Housing SPC
- Environment & Climate Action SPC
- RWMC(Rural Water Monitoring Committee)

MICHAEL O'MEARA

NON-PARTY

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086-8379300

COMMITTEES:

- Infrastructure (Roads, Transportation & Water Services) SPC
- Planning & Emergency SPC
- SRA(Southern Regional Assembly)

THURLES ELECTORAL AREA

NOEL J. COONAN

FINE GAEL

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COMMITTEES:

- Housing SPC
- TJPC(Tipperary Joint Policing Committee)
- SRA(Southern Regional Assembly)
- TTCU(Tipperary Transport Co-Ordination Unit)

SEAMUS HANAFIN

FIANNA FÁIL

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COMMITTEES:

- Economic Development & Enterprise SPC
- TRAC(Thurles Regional Arts Centre)
- TSPC(Tipperary Sports Partnership Committee)

SHANE LEE

NON-PARTY

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Co. Tipperary
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086-3296667

COMMITTEES:

- Housing SPC
- TJPC(Tipperary Joint Policing Committee)
- ETB(Education Training Board Tipperary)

MICHEÁL LOWRY

NON-PARTY

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COMMITTEES:

- Community, Culture & Library Services SPC
- Planning & Emergency Services SPC
- Privilege & Procedure Committee

EDDIE MORAN

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COMMITTEES:

- Environmental & Climate Action SPC
- AILG Permanent Delegate

JIM RYAN

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COMMITTEES:

- Infrastructure (Roads, Transportation & Water Services) SPC
- TRAC (Thurles Regional Arts Centre)
- TJPC(Tipperary Joint Policing Committee)

PETER RYAN

FINE GAEL

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COMMITTEES:

- Economic Development & Enterprise SPC
- Environment & Climate Action SPC
- TRAC(Thurles Regional Arts Centre)
- TSPC(Tipperary Sports Partnership Committee)
- SERDAF(South East Regional Drug & Alcohol Task Force)
- RHF(West Regional Health Forum West)

SEAN RYAN

FIANNA FÁIL

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COMMITTEES:

- Environment & Climate Action SPC
- TTCU(Tipperary Transport Co-ordination Unit)

MICHAEL SMITH

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COMMITTEES:

- Housing SPC

CARRICK-ON-SUIR

KIERAN BOURKE

FIANNA FÁIL

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086-8049772

COMMITTEES:

- Infrastructure (Roads, Transportation & Water Services) SPC
- Housing SPC
- ETB(Education Training Board Tipperary)

DAVID DUNNE

SINN FÉIN

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Carrick-on-Suir, Co. Tipperary
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COMMITTEES:

- Infrastructure (Roads, Transportation & Water Services) SPC
- Housing SPC
- LTCC (Local Traveller Consultative Committee)
- TJPC (Tipperary Joint Policing Committee)
- Privilege & Procedures Committees

IMELDA GOLDSBORO

FIANNA FÁIL

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COMMITTEES:

- Economic Development & Enterprise SPC
- Tipperary Transport Co-Ordination Unit

KEVIN O'MEARA

NON-PARTY

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Mullinahone, Co. Tipperary
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COMMITTEES:

- Infrastructure (Roads, Transportation & Water Services) SPC

MARK FITZGERALD

FINE GAEL

The Thatch, Cloneen,
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COMMITTEES:

- Environment & Climate Action SPC
- Infrastructure (Roads, Transportation & Water Services) SPC
- ETB(Education Training Board Tipperary)
- RHFS(Regional Health Forum South)
- TJPC (Tipperary Joint Policing Committee)

CLONMEL ELECTORAL AREA

GARRET AHEARN

FINE GAEL

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Clonmel, Co. Tipperary
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086-8229204

COMMITTEES:

- Economic Development & Enterprise SPC
- Community, Culture & Library Services SPC
- STAC(South Tipperary Arts Centre)

SIOBHÁN AMBROSE

FIANNA FÁIL

Dun Mhuire, Melview,
Clonmel, Co. Tipperary
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COMMITTEES:

- Economic Development & Enterprise SPC
- Community, Culture & Library Services SPC
- STAC (South Tipperary Arts Centre)
- SRA (Southern Regional Assembly)
- TJPC (Tipperary Joint Policing Committee)
- TTCU(Tipperary Co-ordination Transport Unit)

NIALL P. DENNEHY

NON-PARTY

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COMMITTEES:

- Community, Culture & Library Services SPC

PAT ENGLISH

WUA

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COMMITTEES:

- Environment & Climate Action SPC
- Housing SPC
- ETB(Education Training Board Tipperary)
- Privilege & Procedure Committee
- TJPC(Tipperary Joint Policing Committee)

RICHIE MOLLOY

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COMMITTEES:

- Environment & Climate Action SPC
- RHFS(Regional Health Forum South)
- LTCC(Local Traveller Consultation Committee)
- TJPC(Tipperary Joint Policing Committee)

MICHAEL MURPHY

FINE GAEL

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COMMITTEES:

- Environment & Climate Action SPC
- Privilege & Procedure Committee

TIPPERARY-CAHIR-CASHEL ELECTORAL AREA

MICHEÁL ANGLIM

FIANNA FÁIL

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COMMITTEES:

- Infrastructure (Roads, Transportation & Water Services) SPC
- Community, Culture & Library Services SPC
- ETB(Education Training Board Tipperary)
- LAMA(Local Authority Members Assoc)
- LTCC(Local Traveller Consultation Committee)

TONY BLACK

SINN FÉIN

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COMMITTEES:

- Economic Development & Enterprise SPC
- TJPC (Tipperary Joint Policing Committee)

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COMMITTEES:

- Environment & Climate Action SPC
- Infrastructure (Roads, Transportation & Water Services) SPC
- LCDC(Local Community Development Committee)
- ETB(Education Training Board Tipperary)
- Comhairle na nÓg
- RHFS (Regional Health Forum South)

JOHN CROSSE

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COMMITTEES:

- Economic Development & Enterprise SPC
- Community, Culture & Library Services SPC
- LTCC (Local Traveller Consultative Committee)
- TJPC (Tipperary Joint Policing Committee)

MICHAEL FITZGERALD

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COMMITTEES:

- Infrastructure(Roads, Transportation & Water Services) SPC
- Planning & Emergency Services SPC
- RWMC (Rural Water Monitoring Committee)
- UCC Governing Body
- AILG Permanent Delegate

MARY HANNA HOURIGAN

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COMMITTEES:

- Housing SPC
- Economic Development & Enterprise SPC
- ETB (Education Training Board Tipperary)
- AILG Permanent Delegate

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COMMITTEES:

- Housing SPC
- Planning & Emergency Services SPC
- ETB(Education Training Board Tipperary)
- AC (Audit Committee)
- Tipperary Heritage Forum
- Privilege & Procedures Committee
- RHFS(Regional Health Forum South)

ANDY MOLONEY

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COMMITTEES:

- Community, Culture & Library SPC

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tipperarycoco.ie
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COMMITTEES:

- Economic Development & Enterprise SPC
- ETB(Education Training Board Tipperary)
- RWMC (Rural Water Monitoring Committee)
- Comhairle na nÓg

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COMMITTEES:

- Housing SPC
- Planning & Emergency Services SPC
- AC (Audit Committee)
- TJPC (Tipperary Joint Policing Committee)
- Privilege & Procedure Committee

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COMMITTEES:

- Community, Culture & Library Service SPC
- ETB(Education Training Board Tipperary)
- TJPC(Tipperary Joint Policing Committee)
- TTCU (Tipperary Transport Co-Ordination Unit)

TIPPERARY COUNTY COUNCIL SENIOR MANAGEMENT TEAM



JOE MACGRATH

Chief Executive



SEAN KEATING

Director of Services - Local Authorities
Waters Programme (LAWPRO) National



PAT SLATTERY

Director of Services - Economic and
Community Development and Tipperary/
Cahir/Cashel Municipal District



SINEAD CARR

Director of Services - Housing Services
and Clonmel Borough District



EAMON LONERAGAN

Acting Director of Services -
Planning, Water Services and
Thurles Municipal District



ROSEMARY JOYCE

Senior Executive Officer, Nenagh
Municipal District



KARL CASHEN

Director of Services - Emergency Services,
Health and Safety, Library/Cultural and
Carrick-on-Suir Municipal District



LIAM MCCARTHY

Head of Finance - Finance,
Information Technology, Motor
Taxation and Shared Services



GER WALSH

Senior Executive Officer and Meetings
Administrator, Corporate Services



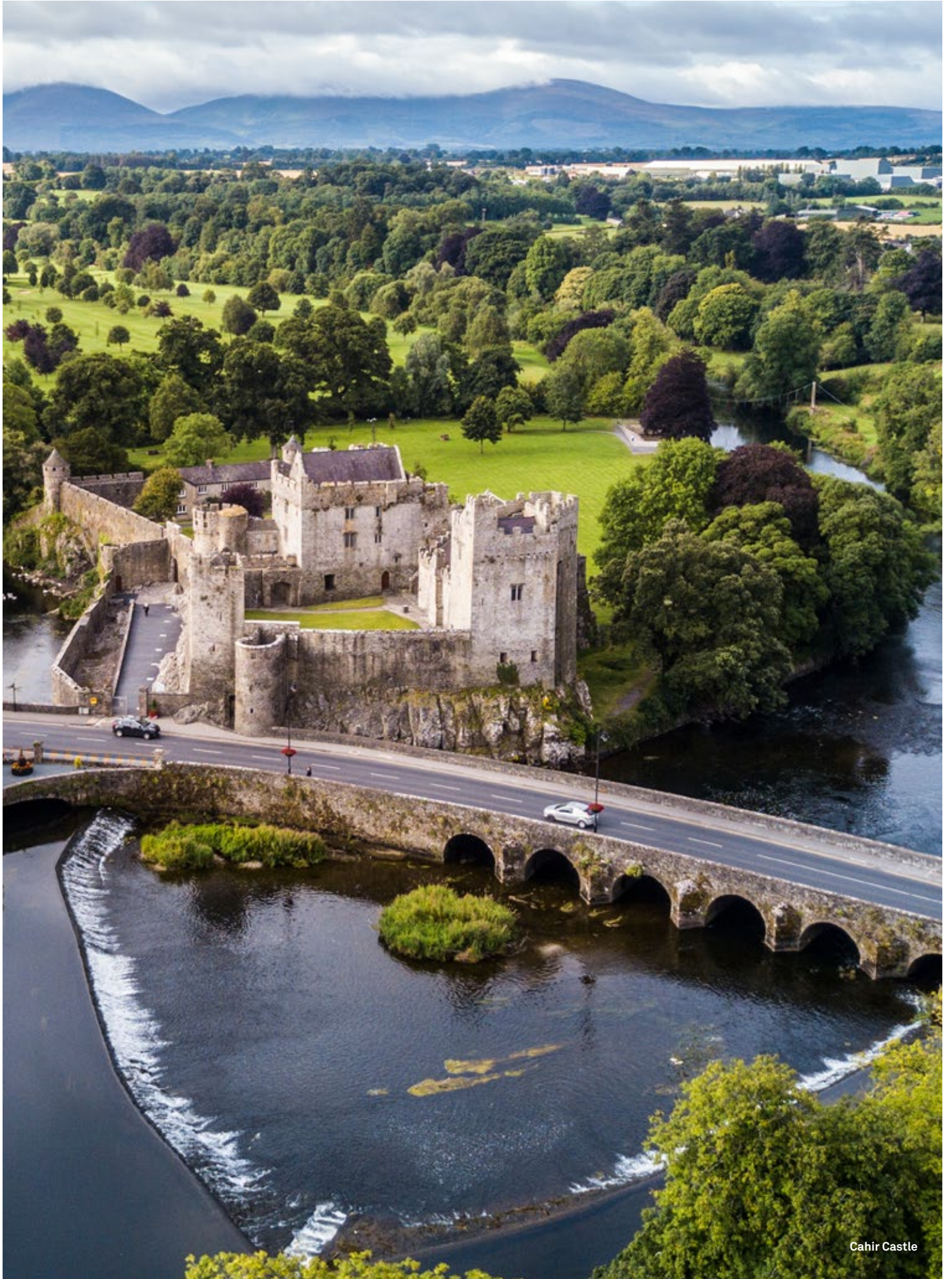
CLARE CURLEY

Director of Services
- Human Resources Corporate Services,
Environment and Climate Action



MARCUS O'CONNOR

Director of Services - Roads,
Transportation, Infrastructure and
Nenagh Municipal District

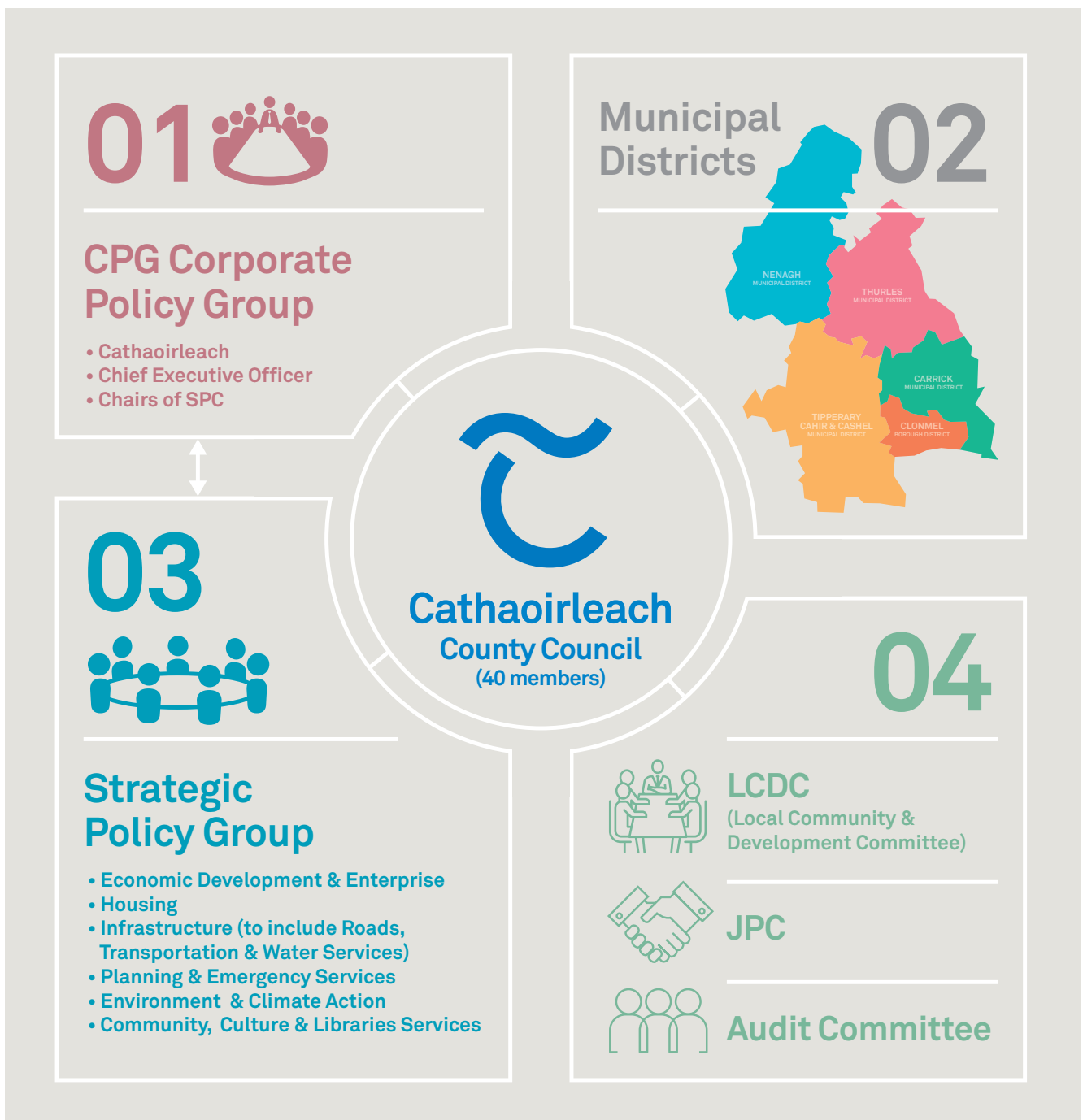


Cahir Castle

Appendix 3

THE COUNCIL AND ITS OPERATING ENVIRONMENT

The Council operates through the Elected Members, who collectively act as a Board of Directors, working in partnership with the Executive, to develop and implement policy at local level. The Elected Members are assigned specific 'reserved functions', set out in legislation and carry out these functions by way of resolution. The Executive and a number of committees assist and advise the Council with its policy role.



Municipal District (MD)

The reserved functions of the Council are exercised by the Elected Members at two levels. A range of functions remains reserved for the full County Council, sometimes referred to as the Plenary Council. Other functions are performed through the five Municipal Districts (MDs) in the county, as provided for in The Local Government Reform Act, 2014. Membership of the five MDs is set out in Appendix 2.

Corporate Policy Group (CPG)

The Corporate Policy Group (CPG) consists of the Cathaoirleach, who chairs the group, together with the Chairs of the 6 SPCs, a representative from each MD, if not already represented and supported by the Chief Executive. This group co-ordinates and links the work of the various SPCs and acts as a forum where policy decisions affecting the entire Council can be agreed for recommendation to the full Council.

Strategic Policy Committees (SPCs)

The SPCs assist the Council in the formulation, development and review of policy. One third of the membership of each SPC is drawn from sectors relevant to the work of the particular SPC, nominated by the Public Participation Network (PPN) and the sectoral partners.

The role of the SPC is to provide external sectoral views and, in doing so, enhance the policy formulation process. Tipperary County Council has six SPCs as follows:

- Economic Development and Enterprise
- Housing,
- Infrastructure (to include Roads, Transportation and Water Services)
- Planning and Emergency Services
- Environment and Climate Action
- Community, Culture and Library Services

Local Community Development Committee (LCDC)

The LCDC brings a more strategic, focused and joined-up approach to local and community supports, and provides greater coherence to local and community development activity in the county. It co-ordinates, manages and oversees local development programmes (such as LEADER and SICAP) within the county and to ensure they are effective, consistent and do not duplicate actions.

The LCDC, like the CPG and SPC's, is a committee of the local authority and unlike the CPG and SPC's, it is independent from the local authority in the performance of its functions. The LCDC comprises both public and private sector socio-economic partners and to maintain its community orientation, there must be at least one more private person when decisions of the LCDC are made.

Economic Forum (CEF)

The County Tipperary Economic & Enterprise Forum was established post-merger to drive strategic economic development in Co. Tipperary through an integrated approach with the ultimate objective of job creation and business development.

Membership comprises senior personnel from Tipperary County Council, IDA Mid-West and South East, Enterprise Ireland, Tipperary Education & Training Board, Limerick Institute of Technology, Waterford Institute of Technology, Tipperary LEO and Local Development Companies.

Tipperary County Council has also established a dedicated Economic Development & Enterprise SPC.

Tourism plays an important role within the economy of County Tipperary with over 688,000 domestic and international visitors injecting over €157 million into the county annually. The Council has been very active in supporting the tourism sector through the establishment of the Tipperary Tourism Company and investment in new initiatives including the Munster Vales and Lough Derg.

Joint Policing Committee (JPC)

The JPC acts as a forum for consultation, discussion and makes recommendations on matters affecting policing, as provided for under the Garda Síochána Act, 2005. It reviews the levels and patterns of crime, disorder and anti-social behaviour and the underlying factors that contribute to these issues. It also advises the Council and the Garda Síochána on how they might best perform their functions to improve safety and quality of life, to prevent crime, disorder and anti-social behaviour.

Audit Committee

The Council has established an independent Audit Committee, in line with best corporate governance practice. It supports the Council by providing an assessment of the financial reporting and management, internal audit processes and risk management policies and practices in the Council. It is chaired by an independent Chairperson, who reports on an annual basis to the full Council.

Management Team

The Management Team has responsibility for the efficient and effective management of the Council and the delivery of its services. The Chief Executive carries out the executive functions and all other functions that are not 'reserved functions' of the Council. With some 1200 staff, the Council employees come from a wide range of professional backgrounds, with diverse skill sets, qualifications and experience.

Public Participation Network (PPN)

The Public Participation Network is a structure through which members of the local community groups can interact with the local authorities, ensuring that the community is involved and represented within the local government system. There are currently 910 members (community groups) registered with the PPN, with representation on 19 Committees/Boards which include all 6 Strategic Policy Committees, Tipperary Children & Young People's Committee, Tipperary Sports Partnership Board, Housing and Disability Steering Group, Joint Policing Committee, Local Community Development Committee, Tipperary Energy Agency, Connecting for Life Implementation Steering Committee, Comhairle Na nÓg Steering Committee, South East Regional Drugs and Alcohol Task Force, South Tipperary Development Company, Tipperary Education Board – Further Education & Training, Tipperary Transport Coordination Unit and Tipperary Volunteer Centre.”

The PPN provides a support and information services to its members' organisations by disseminating information on funding and training opportunities regularly through its e-newsletter, website, social media and through Plenary meetings. The PPN also has an integral role in training and capacity building for the community by providing training (formal and informal) for its members.

Local Enterprise Offices (LEO)

Since 2014, LEOs have a broadened economic role which provides a more coherent approach to enterprise support locally, with the LEOs delivering the micro-enterprise function undertaken heretofore by County and City Enterprise Boards as well as the support functions previously undertaken in the local authority's own Business Support Units.

The Council has also developed an inward investment suite of marketing material for the County by launching a brand for Tipperary 'Tipperary – The Place, The Time'.

Regional Structure

The Council continues to support and work with the Southern Regional Assembly towards the preparation of the Regional Spatial and Economic Strategy and implementation of projects and programmes at regional level.

Shared services

Local Authority Waters Programme (LAWPRO) -

Shared Lead Authority with Kilkenny County Council:

- LAWPRO was established in 2016 in response to a review of Ireland's performance in implementing the Water Framework Directive during the first River Basin Management Plan (RBMP) from 2009 to 2015.
- The Programme supports the implementation of the 2nd RBMP to bring about an improvement in water quality in those catchments prioritised for action through catchment assessment and collaboration with relevant public bodies (Agriculture, Forestry, Fisheries, Irish Water etc.). It also coordinates between individual local authorities and other agencies involved with river basins through the RBMP governance structure. A major focus of the Programme is to encourage local communities to engage in river catchment protection and improvement. LAWPRO works with the Environmental Protection Agency and the Department of Housing, Planning and Local Government in delivering on its remit"

Southern Regional Waste Management Office -

Shared Lead Authority with Limerick City & County Council.

South East Regional Bring Bank & Civic Amenity Waste Removal Tender Authority -

Lead Authority for managing tender on behalf of South East regional Civic Amenity sites;

Regional Training Centres -

Roscrea Regional Training Centre delivers a broad range of training to both the public and private sector. It is managed by Tipperary County Council on behalf of 9 Local Authorities in the region. The Centre also acts as the reporting coordinator for the other four Regional Centres at Ballycoolin (Fingal), Ballincollig (Cork), Castlebar (Mayo) and Stranorlar (Donegal). In addition, the National Coordination Office for Roads, Water, Environment and Fire training services is based at the Centre.

RMO/Roads Management Office -

The Road Management Office is a local authority shared service comprising of a consortium of Tipperary, Donegal, Cork County, Cork City and Kerry. The offices current functions include developing and providing supports to Roads Authorities in the development of best practice, and supporting ICT tools for road pavement management and road licensing. This may be extended to include other assets management supports for structures and activities, such as management of speed limits as well as providing supports for risk and public liability management.

Appendix 4:

LIST OF STRATEGIC POLICY COMMITTEES



ECONOMIC DEVELOPMENT & ENTERPRISE

(20 Members)

Councillors (12 Members)

Cllr. J. Crosse (Chair)

- Cllr. Mairin McGrath
- Cllr. S. Morris
- Cllr. Joe Hannigan
- Cllr. T. Black
- Cllr. S. Hanafin
- Cllr. S. Ambrose
- Cllr. I. Goldsboro
- Cllr. G. Ahearn
- Cllr. P. Ryan
- Cllr. P. Bugler
- Cllr. M. Hanna-Hourigan

Sectoral Representatives (8 Members)

- Seamus Hoyne, LIT
- Imelda Walsh, Agriculture
- Laura Jones, Business/Commercial
- Tom McGrath, Business/Commercial
- Jim Sheehan, Development & Construction
- Clare Cashman, PPN Social Inclusion
- Noel Byrne, PPN Environment
- Mary Spillane, PPN Community & Voluntary



HOUSING

(17 Members)

Councillors (10 Members)

Cllr. M. Hanna-Hourigan (Chair)

- Cllr. S. Lee
- Cllr. J. McGrath
- Cllr. D. Dunne
- Cllr. P. English
- Cllr. K. Bourke
- Cllr. R. Kennedy
- Cllr. N. Coonan
- Cllr. Marie Murphy
- Cllr. Ml. Smith

Sectoral Representatives (7 Members)

- Jonathan Gleeson, Business/Commercial
- Tom Gallahue, Dev/Const.
- Moira Merrigan, PPN Social Inclusion
- James Byrne, PPN Community & Voluntary
- Helen Butler, PPN Community & Voluntary
- Lalor McGee, Trade Union
- Vacant - PPN Environmental/Conservation



ENVIRONMENT & CLIMATE ACTION

(16 Members)

Councillors (10 Members)

Cllr. J. Carroll (Chair)

- Cllr. R. Molloy
- Cllr. P. English
- Cllr. J. McGrath
- Cllr. E. Moran
- Cllr. S. Ryan
- Cllr. D. Burgess
- Cllr. Ml. Murphy
- Cllr. Mark Fitzgerald
- Cllr. P. Ryan

Sectoral Representatives (6 Members)

- Erica O'Keeffe, Agriculture
- Emer Leahy, PPN Social Inclusion
- Mary McMahon, PPN Environment
- Charles Lamb, PPN Community & Voluntary
- Mairead O'Donnell, PPN Community & Voluntary
- Vacant Business/Commercial



INFRASTRUCTURE

(To include roads, Transportation and Water Services)

(17 Members)

Councillors (10 Members)

Cllr. J. Ryan (Chair)

- Cllr. Ml. O'Meara
- Cllr. H. McGrath
- Cllr. M. Anglim
- Cllr. K. Bourke
- Cllr. K. O'Meara
- Cllr. Ml. FitzGerald
- Cllr. Mark Fitzgerald
- Cllr. D. Burgess
- Cllr. D. Dunne

Sectoral Representatives (7 Members)

- Peter Farrell, Agriculture
- David Shanahan, Business/Commercial
- Sean Reidy, Dev/Const.
- Brian Pope, PPN Environment
- Philip Brett, Trade Union
- Ger Shanahan, PPN Social Inclusion
- Vacant - PPN Community & Voluntary



PLANNING & EMERGENCY SERVICES

(16 Members)

Councillors (10 Members)

Cllr. P. Bugler(Chair)

- Cllr. H. McGrath
- Cllr. M. Lowry
- Cllr. M. O'Meara
- Cllr. G. Darcy
- Cllr. J. Hannigan
- Cllr. J. Carroll
- Cllr. R. Kennedy
- Cllr. Marie Murphy
- Cllr. Ml. FitzGerald

Sectoral Representatives (6 Members)

- John O'Shaughnessy, Dev/Const.
- Tim Harty, Agriculture
- Mike Edwards, PPN Social Inclusion
- Patti O'Neill, PPN Environment
- Clare Ryan O'Keeffe, PPN Community & Voluntary
- Vacant - Business/Commercial



COMMUNITY, CULTURE & LIBRARY SERVICES

(16 Members)

Councillors (10 Members)

Cllr. M. Lowry (Chair)

- Cllr. AM Ryan (Shiner)
- Cllr. N. Dennehy
- Cllr. A. Moloney
- Cllr. S. Ambrose
- Cllr. M. Anglim
- Cllr. F. Bonfield
- Cllr. J. Crosse
- Cllr. G. Darcy
- Cllr. G. Ahearn

Sectoral Representatives (6 Members)

- John Butler, Business/Commercial
- Evelyn Norton, PPN Social Inclusion
- Matt O'Meara, PPN Environment
- Peggy O'Brien, PPN Community & Voluntary
- Patrick Hanley, PPN Community & Voluntary
- Eamon Clancy, Agriculture

Appendix 5

DELIVERING FOR TIPPERARY 2014-2019 – ACHIEVEMENTS

STRONG ECONOMY

- Developed a new web site for Tipperary County Council (www.tipperarycoco.ie) leading to Tipperary County Council being awarded “Council of the Year” in the national Local Authority Members Association (LAMA) Awards.
- Completion of a multidisciplinary Enterprise, Research and Development centre, branded as Questum in partnership with the LIT in Ballingarrane, Clonmel.



- The acquisition of former Kickham Barracks site in Clonmel for development as an educational, cultural and civic quarter.



- Establishment of a new Tipperary Tourism Company and the merger of Local Sports Partnerships and Childcare Companies.
- Tipperary County Council was awarded the “ESPA 2015 Best Practice” for the Merger project of North and South Tipperary into a unified Tipperary County Council.
- The refurbishment of the Tholsel, Fethard which became the “Fethard Horse Country Experience”.

- Purchase of the Roscrea Business and Innovation Park.
- 1st Meeting of the Tipperary Tourism Company Ltd and the launch of the first all-county tourism website.

- Completion of the Interreg B Green and Blue and Futures Project on the River Suir including hosting the projects international conference international conference in Clonmel on ‘Developing the socio-economic potential of Waterways’.

- Harmonisation of Commerical Rates over a four year period.

- Completion of N24 Pill road, Carrick-on-Suir Rail-bridge.

- New Local Enterprise Office (LEO) Innovation Investment Fund.

- Opening of the new District Offices at Castle Avenue, Thurles, headquarters of Templemore-Thurles Municipal District and the Tipperary County Council Library Service.



- “Flights of Discovery” Feasibility Study completed.

- Launch of the “Tipperary Breakfast”, a signature Tipperary breakfast from local produce.

- eParking – In June 2017 TCC launched Tipperary eParking, a cashless parking system for the county. There has been an average of 300 new customers per month since its launch in 2017, and feedback to date has been very positive.

- Launch of a new 3 year marketing plan for Tipperary Tourism ‘Tipperary Time to Take it all in’ in March 2018.

- First Meeting of Tipperary County Council in Holycross - 6th June 2014



- First Cathaoirleach of Tipperary County Council, Councillor Michael FitzGerald with the first Chief Executive, Mr. Joe MacGrath - 6th June 2014



- www.tipperaryeparking.com



- National Planning Framework - Project Ireland 2040: Planning successfully bid for over € 9.54 million in funding for both urban and rural development projects across Tipperary.

- Kickham Barracks, Clonmel.

- Regional Sports Hub, Clonmel.

- Adoption of the “Design and Best Practise for Cluster Housing in Rural Villages Guidelines”.

- Reconstruction/Extension of Carrick On Suir, Municipal District Offices.



- R498 Knockalton Road Widening Scheme (1.5km of road widening and realignment).



- N24 Davitt Street Tipperary Traffic Calming and Pavement Strengthening Scheme - November 2019.



- Local Enterprise Office Tipperary - 681 net jobs created; Over 174 projects awarded €3.6 million in grants and over 7,147 people in small businesses trained.



- Provision of Digital hubs providing a suite of new technology solutions in Clonmel and Nenagh Libraries in 2019.



- 2 National winners in Ireland's Best Young Entrepreneur (IBYE) competition - Blanco Nino Ltd & Shorla Pharma Ltd.



QUALITY OF ENVIRONMENT

- Completion of the Thurles Regional Water Supply Scheme (RWSS) Project:

Thurles RWSS - Clodiagh Intake at Rathkennan



Thurles RWSS - Garrynamona Reservoir at Ballycahill



- Thurles Water main Rehabilitation.
- Tipperary County Council was awarded "Public Sector Award" in the 2015 Sustainable Energy Awards.
- Tipperary County Council became a signatory to the EU Covenant of Mayors in 2015.
- Completion of Clonmel Regional Water Supply Scheme (RWSS) Graigue Watermain and Borehole Contract.
- 20% of annual energy bill re-invested in efficiency projects over the last 5 years.
- Establishment of the Local Authority Water and Communities Office (LAWPRO) in Clonmel in February 2016.
- Tipperary Fire and Rescue was recognised at the National Safety Awards as "Best Public Service" for the fourth year running in 2017.

- Tipperary County Council, in partnership with Tipperary Energy Agency, awarded the Best Energy Smart Incentive in respect of the Tipperary Photovoltaic project at the 2016 LAMA awards – installation of 800 solar panels on 9 public buildings in the county.



- Completion of the Fethard and Burncourt Regional Water Supply Scheme (RWSS).



- Awarded Green Public Sector Organisation of the year at the National Green Awards in 2018.
- The Clonmel Recycling Centre was shortlisted for the Repak PAKMAN Bring Bank Centre award.
- Launch of the Sustainable Energy Action Plan for Tipperary.
- Commissioning of a state of the art Command and Control Training facility in Clonmel Fire Training centre.
- Birdhill winning the overall accolade of Ireland's Tidiest Town and Ireland's Tidiest Village.
- Completion of Fethard Regional Water Supply Scheme (RWSS) Watermain Network Rehabilitation and Advance Fethard Sewerage Scheme.

- Tipperary County Council was awarded 'Green Public Sector Organisation of the Year' at the National Green Awards.



- Tipperary Fire & Rescue's commitment to the highest standards in Health & Safety was recognised in 2018, when the Service won the Supreme Award at the NISO/NISG All Ireland Safety Awards, in recognition of an unstinting commitment to reaching the highest safety standards possible.



- Nenagh Leisure Centre was presented with an outstanding National Award for Quality from Ireland Active.
- Historic Towns Initiative funding was secured for the Main Street, Carrick-on-Suir.
- Clonmel Tidy Towns winner of National Local Authority Pollinator Award in Tidy Towns Competition.
- Completion of the Clonmel North Reservoir at Giantsgrave, Clonmel.
- Completion of the Nenagh Regional Water Supply Scheme (RWSS) Watermain Network Rehabilitation and Sewerage Network Scheme.
- Completion of Clonmel Town and Rural Water Supply Scheme (Advance Works).



QUALITY OF LIFE

- Completion/upgrade of new town parks in Nenagh and Clonmel and the commencement of a new town park in Thurles.
- Launch of eBook Library service.
- Nenagh's first Street Art mural.



- Tipperary Bealtaine Festival.



- Tipperary County Council Customer Services deemed the best in the Country at the Chamber Ireland Excellence in Local Government Awards in November 2016.
- Phase 2 of the Butler Trail which included the development of an app, audio guides, individual town brochures and the installation of signage in the towns of Cahir, Clonmel and Carrick on Suir.
- Project "Futsal" in conjunction with FAI where participants took part in a full year of academic and football education.

- Official Opening of the Thurles Town Park on 27th April, 2016.



- Templemore Town Park Wildflower and Landscaped Garden – November 2016.



- 275 projects completed under Housing Adaptation Grant schemes.

- Development of a Slalom course at Lady Blessington Weir, Clonmel.

- The provision and installation of interpretive and orientation signage in Roscrea town and the extension of the Butler Trail App to Roscrea.

- Nenagh Leisure Centre was awarded a Gold Medal in the White Flag Programme and a Silver Medal in relation to accessibility (becoming one of the few local authority facilities to achieve this accreditation and the only facility in Tipperary).

- Completion of Part 8 Planning process for the Liberty Square Enhancement Scheme, Thurles.



- Completion of the Circular road Project in Cashel with the creation of a “loop walk” from Town Centre to the Rock of Cashel.

- Repairs/Improvements to Templemore Town Hall.



- Launch of a new replacement Schools Mobile Library vehicle in 2017.



- The National Famine Commemoration day took place at Ballingarry in 2017.



- Tipperary was accepted as a member of WHO global network for age friendly cities and communities.

- Provision of new Library for Tipperary town which is located in the Tipperary Excel Centre in 2018.



- Development of Blueway.



- Tipperary Fire Service received a ‘Leading Lights Award’ from RSA for its Blue Lights Awareness campaign.

- New Fire Station was completed in Templemore.

- Supporting the parish of Solohead to host a national Commemoration remembering the ambush at Soloheadbeg in 1919 and the beginning of the War of Independence - photoLead local authority in the country in energy efficiency, through actions in the Energy Action plan a 37% improvement on the energy baseline was achieved, which exceeds the national 2020 target by 17%.

- Establishment of Music Generation Tipperary- May 2019.



- Completion of the Tipperary Museum of Hidden History - October, 2019.



- Energy Efficiency Works completed to Phase 1 standard on all LA Dwellings.

- Maximised drawdown and Exceeded Targets under Rebuilding Ireland Programme.



- Housing Adaptation Grants for private dwellings exceeded 1800 over 5 year period.
- Harmonisation of 9 Differential Rent Schemes to create a single Scheme for the County of Tipperary.
- Resettlement of twelve Syrian Families in 2015 as part of Refugee Resettlement Programme. Part of Irish Government Response to Humanitarian Crisis in Syria which began in 2011.
- Lough Derg Blueway was launched in 2018 in partnership with Clare and Galway County Council.



- The Lough Derg Marketing Group (LDMG) was named 'Best Local Authority Tourism Initiative' at the 2017 Irish Tourism Industry Awards.



Lough Derg Blueway, Kilgarvan Quay

Appendix 6:

RELEVANT PLANS AND STRATEGIES:

List of Strategies and Plans influencing Tipperary County Council's activities

Tipperary County Council must have regard to a wide range of national, regional and local strategies and policies and the Council is active, either directly or through sectoral bodies, such as the Local Government Management Agency, in working with Government Departments and other agencies in meeting policy objectives.

Outlined below is a non-exhaustive list of relevant strategies and plans to the realisation of our Corporate Plan objectives

NATIONAL

- Putting People first – Action Programme for Effective Local Government 2012
- Strategy for Public Libraries 2013-2019
- Re-Building Ireland – Action Plan for Housing and Homelessness (2016)
- National Vacant Housing Reuse Strategy
- National Housing Strategy for People with a Disability (NHSPWD)
- National Traveller and Roma Inclusion Strategy 2017-2021
- Housing First National Implementation Plan 2018 – 2021
- Housing Options for Our Aging Population – Policy Statement (2019)
- Strategy for the Rented Sector - Inspection Targets
- Project Ireland 2040 – National Planning Framework
- National Planning Framework 2040
- National Development Plan 2018 – 2027
- River Basin Management Plan for Ireland 2018-2021
- Guidelines on the Planning System and Flood Risk Management
- National Flood Forecasting and Warning Service
- Flood Risk Management Plans and Maps produced under National CFRAM
- Water Services Policy Statement 2018-2025
- Framework for Building Control Authorities
- Enforcement of Energy Performance of Buildings Directive
- Met Eireann Strategic Plan 2017-2027
- Climate Action Plan 2019 - to Tackle Climate Disruption
- National Adaptation Framework (2018)
- National Mitigation Plan (2017)
- Local Authority Adaptation Strategy Development Guidelines (2018)
- EU Strategy on Adaptation to Climate Change
- Public Sector Energy Efficiency Strategy
- Renewable Electricity Policy and Development Framework (REPDF)
- Wind Energy Development Guidelines (WEDGS)
- Sustainable Development Goals - National Implementation Plan (2018)
- National Broadband Plan
- National Digital Strategy
- National Cyber Security Strategy
- All Ireland Pollinator Plan 2015-2020
- People, Place and Policy – Growing Tourism to 2025
- Strategy for the Future Development of National and Regional Greenways
- National Sports Policy 2018 - 2027
- National Oil Spill Contingency Plan 2019
- National Search and Rescue Plan 2019
- Realising Our Rural Potential - Action Plan for Rural Development
- Tourism Development and Innovation: A Strategy for Investment 2016-2022
- Framework Policy for Local Community Development
- Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland
- National Social Enterprise Policy for Ireland 2019-2022
- Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities
- National Heritage Plan - Heritage Ireland 2030

- National Landscape Strategy for Ireland 2015-2025
- National Language Strategy 2010-2030
- Action Plan 2018-2022 – for the 20 Year Strategy for the Irish Language 2010-2030
- A Framework for Collaboration – Agreement between the Arts Council and the CCMA
- Decade of Centenaries 2016-2023 Guidance
- Project Ireland Investing in our Culture, Language & Heritage 2018-2027
- Audio Visual Action Plan
- Our Public Services 2020 – Public Service Reform Programme
- Public Spending Code
- Open Data Strategy 2017-2022
- Public Service ICT Strategy
- eGovernment Strategy 2017-2020
- Cloud Computing Advice Note October 2019
- Regulation of Lobbying
- Freedom of Information
- General Data Protection Regulation and Data Protection Acts
- Public Service Data Strategy 2019-2023
- Policy on Property Acquisition and Disposal
- Protocols on Transfer and Sharing of Property Assets
- Innovation 2020 - Ireland's strategy for research and development, science and technology
- Brighter Outcomes Better Futures: The national policy framework for children and young people 2014-2020
- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025
- Transforming Lives Programme - reform of Disability Services in Ireland

OTHER

- National Positive Ageing Strategy
- WHO Global Age Friendly Cities Guide
- Dublin Declaration on Age Friendly Cities 2013?
- Arts Council Strategy Making Great Art Work 2016 – 2025
- EU 2030 Agenda for Sustainable Development

REGIONAL

- Regional Spatial and Economic Strategy 2019-2031 – Southern Region
- South-East Regional Enterprise Plan
- Mid-West Regional Enterprise Plan
- South-East & Mid-West Region Homelessness Action Plan
- Southern Region Waste Management Plan
- Flood Risk Management Plans and Maps (OPW)
- EIP European Innovation Partnership on Active and Healthy Ageing
- Joint Waste Management Plan for South East
- South Eastern River Basin Management Plan
- 3 year Regional SERDAFT Strategic Plan (South East Regional Drugs and Alcohol Task Force)

LOCAL

- County Tipperary Local Economic & Community Plan
- Local Enterprise Plan
- County Tipperary Local Development Strategy
- Co. Tipperary Sustainable Energy Action Plan
- Analysis of Education, Training & Business Support Needs of Companies in Co. Tipperary
- Tipperary Craft Strategy
- Tipperary Digital Strategy
- Tipperary Tourism Strategy
- Lough Derg Tourism Strategy
- Munster Vales Marketing Plan
- Entrepreneurship Strategy (in progress)
- Green & Blue Infrastructure Master plan Roadmap for Tipperary Waterways
- Playground Policy
- North and South County Development Plans 2009 and 2010
- Borough and Town Development Plans
- Local Area Plans & Enhancement Schemes
- Development Contribution Schemes
- Traveller Accommodation Programme
- Major Emergency Plan
- Litter Management Plan
- County Heritage Plans
- Economic Development Strategy
- Age Friendly Strategy
- Climate Adaptation Strategy 2019-2024
- Sports Partnership Strategic Plan
- Housing Strategy
- Housing Disability Action Plan
- Strategic Development & Management plan
- Homeless Services Action Plan
- Vacant Homes Action Plan
- Tipperary Tenancy Handbook
- Corporate Procurement Plan

Appendix 7:

BASELINE PERFORMANCE INDICATORS

Tipperary County Council will use the national service indicators established by the National Oversight and Audit Commission (NOAC) for the local government sector. These apply across all key service areas. The Council will use the 2018 data as the baseline for monitoring progress in achieving its objectives in the 2019-2024 period.

The Council will complement the NOAC indicators with other data, such as that required under the Rebuilding Ireland Programme for housing or that generated under the Service Level Agreement with Irish Water. The intention is to use indicators for all service areas, where available, and these will be incorporated and expanded on in the Annual Service Delivery Plans and Progress Reports.



PERFORMANCE GOALS	SUB-TOPIC	INDICATOR	BASELINE METRIC (2018 data unless otherwise stated)
HOUSING			
Deliver social housing to meet identified needs	H1: Social Housing Stock	A. No. of dwellings in the ownership of LA at start of year	4915
		B. No. of dwellings added to the LA owned stock during 2018 (whether constructed or acquired)	109
C. No. of LA dwellings sold in 2018		27	
Increase social housing construction in order to deliver built units		D. No. of LA owned dwellings demolished in 2018	3
		E. No. of dwellings in the ownership of the LA at year end	4994
Build on better utilisation of existing stock to increase the availability of units available for social housing		F. No. of LA owned dwellings planned for demolition under a D/HPLG approved scheme	0
Rollout of Housing Assistance Payment Scheme (HAP)	H2: Housing Vacancies	A. Percentage of the number of dwellings at H1G that were vacant on 31/12/2018	3.20%
Provide and oversee the delivery of homeless accommodation and related services in the context of the statutory regional Homelessness Action Plan	H3: Average Re-letting Time and cost	A. Average time taken from date of vacation of dwelling to date when a new tenancy had commenced	33.5wks
		B. Average cost expended on getting the units re-tenanted ready for re-letting	€ 8,613.90
	H4: Housing Maintenance Cost	A. Expenditure during 2018 on the maintenance of LA housing compiled from 1st January 2018 to 31st December 2018, divided by the no of dwellings in the LA stock at 31/12/2018 i.e the H1E less H1F indicator figure	€ 592.70
		H5: Private Rented Sector Inspections	A. Total number of registered tenancies in the LA area at end of year
		B. Number of rented dwellings inspected during the year	991
		C. Percentage of inspected dwellings during the year that were found not to be compliant with the Standards Regulations	84.46%
		D. Number of non-compliant dwellings that became compliant during the year	64
Housing: H6 Long-term Homeless Adults	Housing: H6 Long-term Homeless Adults	A. No. of adults in emergency accommodation long-term as a % of the total number of homeless adults	61%
		No. of adults classified as homeless and in emergency accommodation on night of the 31/12	111

PERFORMANCE GOALS	SUB-TOPIC	INDICATOR	BASELINE METRIC (2018 data unless otherwise stated)
ROADS			
Improvement and restoration of the regional and local road network and the structural quality of roads for which the local authority is responsible (ref Department of Transport, Tourism and Sport (Circular RW 21/2014))	Roads: R1 Road KM that have ever received a Pavement Surface condition Index (PSCI) rating	% Regional road that received a PSCI rating in 24 mth period to 31/12/2018	100%
		% Local Primary road that received a PSCI rating in the 24mth period to 31/12/2018	78%
		% Local Secondary road that received a PSCI Rating in the 24 month period to 31/12/2018	56%
		% Local Tertiary road that received a PSCI rating in the 60 month period to 31/12/2018	46%
	Roads: R1 Ratings in Pavement Surface Condition Index (PSCI) - Regional Roads	% Total Regional road kilometres with a PSCI rating of 1-4 -/Severe Structural Distress	7%
		% Total Regional road kilometres with a PSCI rating of 5-6 /Surface defects, localised distress	28%
		% Total Regional road kilometres with a PSCI rating of 7-8 /Surface defects	35%
		% Total Regional road kilometres with a PSCI rating of 9-10 /No defects or less than 10% defective	30%
	Roads: R1 Ratings in pavement surface condition index (PSCI) - Local Primary Roads	% Total Primary road kilometres with a PSCI rating of 1-4	14%
		% Total Primary road kilometres with a PSCI rating of 5-6	15%
		% Total Primary road kilometres with a PSCI rating of 7-8	42%
		% Total Primary road kilometres with a PSCI rating of 9-10	25%
	Roads: R1 Ratings in pavement surface condition index (PSCI) - Local Secondary Roads	% Total Secondary road kilometres with a PSCI rating of 1-4	23%
		% Total Secondary road kilometres with a PSCI rating of 5-6	16%
		% Total Secondary road kilometres with a PSCI rating of 7-8	35%
		% Total Secondary road kilometres with a PSCI rating of 9-10	20%
	Roads: R1 Ratings in pavement surface condition index (PSCI) - Local Tertiary Roads	% Total Tertiary road kilometres with a PSCI rating of 1-4	26%
		% Total Tertiary road kilometres with a PSCI rating of 5-6	12%
		% Total Tertiary road kilometres with a PSCI rating of 7-8	19%
		% Total Tertiary road kilometres with a PSCI rating of 9-10	9%
	Roads: R2 Regional Road Grants Work	Kilometres of regional roads strengthened using Road Improvement grants	32.2km
		Regional road Improvement Grant amount spent on Regional Roads (Strengthening)	€ 3,284,681
		Regional roads resealed using Road Maintenance grants	19.5km
		Regional road Maintenance Grant amount spent (resealing)	€ 669,516.00
	Roads: R2 Local Road Grants Works	Local roads strengthened using Road Improvement grants	132.7km
		Road Improvement Grant amount spent on Local Roads (strengthening)	€ 9,433,764
		Local roads resealed using Road Maintenance grants	68.5km
		Road Maintenance Grant amount spent on Local Roads (resealing)	€ 135,917,100

PERFORMANCE GOALS	SUB-TOPIC	INDICATOR	BASELINE METRIC (2018 data unless otherwise stated)
MOTOR TAX			
	Motor Tax: R3	% of motor tax transactions online	74.22%
WATER			
Optimum level of operation of public water services	Water: W1	% of Private Drinking Water Schemes in compliance with statutory requirements	98.97%
WASTE/ENVIRONMENT			
Ensure a high-quality environment and take early action to protect it.	Waste: E1	No. households in an area covered by a licensed operator providing a 3 bin service at 31/12/2018, (2016 census)	26,928
		% households availing of a 3 Bin Service (based on 2016 census)	45.59%
Sufficient waste collection services and facilities in place	Environmental Pollution: E2	Total number of pollution complaint cases in respect of which a complaint was made	1368
		Number of pollution cases closed during year	1326
		Total number of cases on hand at year end	246
		The opening number of cases carried forward from the year end 2017	204
		Litter Pollution: E3	Percentage of area unpolluted by litter
	Percentage of area slightly polluted by litter	53%	
	Percentage of area moderately polluted by litter	13%	
	Percentage of area significantly polluted by litter	2%	
	Percentage of area grossly polluted by litter	0%	
	Green Flag Status: E4	The % of schools that have been awarded green flag status	62.03%

PERFORMANCE GOALS	SUB-TOPIC	INDICATOR	BASELINE METRIC (2018 data unless otherwise stated)
PLANNING			
To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	Planning: P1	Buildings inspected as a percentage of new buildings notified to the local authority	11.78%
		Total Number of new buildings notified to the local authority i.e buildings where a valid commencement notice was served in the period 01/01/2018 to 31/12/2018 by a builder or developer on the local authority	416
		Number of new buildings notified to the local authority in 2018 that were the subject of at least one on-site inspection during 2018 undertaken by the local authority	49
	Planning: P2 & P3	A. Number of planning decisions subject of appeal to An Bord Pleanála determined by board	24
		B. % of the determinations which confirmed (with or without variations) the decision made by the LA	83.33
		A. Number of planning cases referred to or initiated by the LA during year that were investigated	215
		B. Number of cases that were closed during year	201
		C. % cases at B dismissed re Section 15(2) or closed because statute barred or exempted development	63.68%
		D. % of cases at B that were resolved to the LA's sanctification through negotiations	0%
	Planning: P4	E. % Cases at B that were closed due to enforcement proceedings	36.32
		F. Total number of planning cases being investigated as at 31/12	627
	Planning: P4	Cost per capita of Planning service	€ 23.25
	Planning: P5	A. % of applications for fire safety certificates received in 2018 that were decided (granted or refused) within two months of their receipt	40.45%
B. % of applicaitons for fire safety certificates received in 2018 that were decided (granted or refused) within an extended period agreed with the applicant		52.81%	

PERFORMANCE GOALS	SUB-TOPIC	INDICATOR	BASELINE METRIC (2018 data unless otherwise stated)
FIRE SERVICE			
To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Fire Service: F1	Cost per Capita of the Fire Service (based on census 2016)	€ 54.69
	Fire Service: F2 & F3	A. Average time (mins) to mobilise fire brigades in Full-Time Stations in respect of Fire	n/a
		B. Average time (mins) to mobilise fire brigades in Part-Time Stations in respect of Fire	5.49
		C. Average time (mins) to mobilise fire brigades in Full-Time Stations in respect of non emergency fire emergency incidents	n/a
		D. Average time (mins) to mobilise fire brigades in part-Time Stations in respect of non emergency fire emergency incidents	5.54
		A. % of cases in respect of fire in which first attendance at scene is within 10 mins	43.51%
		B. % of cases in respect of fire in which first attendance at scene is after 10 mins & within 20 mins	40.26%
	Fire Service: F2 & F3	C. % of cases in respect of fire in which first attendance at scene is after 20 mins	16.23%
		D. % of non-fire cases in which first attendance at scene is within 10 mins	34.27%
		E. % of non-fire cases in which first attendance at scene is after 10 mins & within 20 mins	47.32%
		F. % of non-fire cases in which first attendance at scene is after 20 mins	18.41%
	LIBRARY SERVICE		
Development of public libraries to promote community cohesion and well-being, economic growth, cultural identity.	Library Service: L1	A. Number of library visits per head of population (based on 2016 population)	3.09%
		B. Number of items issued to borrowers during the year	325,124
	Library Service: L2	Cost per capita for library Service (based on census 2016)	€ 27.45
YOUTH			
To reduce poverty, promote social inclusion and equality through local, regional and national engagement and collaboration	Youth and Community: Y1 & Y2	Percentage of local schools involved in the local Youth Council/Comhairle na nÓg scheme	78.79%
		No. organisations in the County Register and proportion who opted in to the Social Inclusion College	11.37%

PERFORMANCE GOALS	SUB-TOPIC	INDICATOR	BASELINE METRIC (2018 data unless otherwise stated)
CORPORATE/HR			
Optimum management of resources within the local authority	Corporate/ HR : C1 & C2	Wholetime equivalent staffing number as year end	1034.06
		Percentage of working days lost due to sickness absence through medically certified leave	3.97%
Development of ICT based customer friendly initiatives		Percentage of working days lost due to sickness absence through self- certified leave	0.26%
Compliance with the statutory obligation to eliminate discrimination and promote equality and protect human rights under Section 42 of the Irish Human Rights and Equality Commission Act 2014			
CORPORATE			
		All ICT expenditure in the period from divided by the WTE no	€ 3,034.45
		Total ICT expenditure per year	€ 3,137,807
		All ICT expenditure calculated in C4 as a proportion of Revenue Expenditure	2.10
		Total Revenue expenditure from 01/01/2018 to 31/12/2018 before transfers to or from reserves	149744111
	IT : C3	Total page views of the LA website in 2018	1,897,926
		Total number of social media users at 31/12/2018 following the LA on social media sites	61,954
		The nubmer of social media accounts operated by the local authority	30
ECONOMIC DEVELOPMENT			
To promote entrepreneurship, foster business start-ups and develop existing micro & small businesses	Economic Development: J1 to J3	A. The no. of jobs created with assistance from the Local Enterprise Office during the year	168
		A. The no. of trading online voucher applications approved by the Local Enterprise Office in the year	40
		B. The no. of those trading online vouchers that were drawn down in the year	21
To drive job creation and to provide accessible high quality supports for new business ideasTo promote entrepreneurship, foster business start-ups and develop existing micro & small businesses		A. No of participants who received mentoring from 01/01/2017 to 31/12/2017	363
		A. Does the Local Authority have a current toursim strategy	Yes
To drive job creation and to provide accessible high quality supports for new business ideas		B. Does the Local Authority have a designated Tourism Officer	Yes

PERFORMANCE GOALS	SUB-TOPIC	INDICATOR	BASELINE METRIC (2018 data unless otherwise stated)	
FINANCE				
Maintain moderate debt levels over the medium term Liquidity levels to be sufficient	Finance: M1	Revenue		
		A. Revenue Account Balance 2014	n/a	
		C. Revenue Account Balance 2015	n/a	
		D. Revenue Account Balance 2016	n/a	
		E. Revenue Account Balance 2017	n/a	
		F. Revenue Account Balance 2018	€ 5,555,516	
		E. Cumulative surplus or deficit at 31/12/2018 as a percentage of Total Income from the AFS statement	3.57%	
		Revenue expenditure per capita in 2018	€ 938.52	
		The 2018 Total Income Figure from the Income and Expenditure Account Statement of the AFS	€ 155,489,704	
		The Total Expenditure figure from the Income and Expenditure Account Statement of the AFS	€ 149,744,111	
		Finance: M2 (A)	Commercial Rates	
			Commercial Rates 2014 % collected	n/a
			Commercial Rates 2015 % collected	n/a
			Commercial Rates 2016 % collected	n/a
	Commercial Rates 2017 % collected	n/a		
	Commercial Rates 2018% collected	82.50%		
Finance: M2 (B)	Rent & Annuities			
	Rent & Annuities 2014 % collected	n/a		
	Rent & Annuities 2015 % collected	n/a		
	Rent & Annuities 2016 % collected	n/a		
	Rent & Annuities 2017 % collected	n/a		
	Rent & Annuities 2018% collected	93.3%		
Finance: M2 (C)	Housing Loans			
	Housing Loans % Collected for 2014	n/a		
	Housing Loans % Collected for 2015	n/a		
	Housing Loans % Collected for 2016	n/a		
	Housing Loans % Collected for 2017	n/a		
	Housing Loans % collected for 2018	85%		







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