Comhairle Contae Thiobraid Árann
Tipperary County Council

SERVICE DELIVERY PLAN 2020

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Note from the Chief Executive

The Local Government Reform Act, 2014, established the requirement for each local authority to prepare an Annual Service Delivery Plan identifying the services that it proposes to deliver to the public in the year ahead. The purpose of this Plan is to provide a corporate document that highlights the services that will be provided by Tipperary County Council across all directorates in 2020 and has been prepared based on the provisions of the adopted budget of Tipperary County Council for 2020.

With a geographical area of 4,282 sq. km and a population of 159,553 Tipperary is the sixth largest of the 32 counties by area and the eleventh largest by population. The region is part of the central plain of Ireland, but the diversified terrain contains several mountain ranges: the Knockmealdown, the Galtee, the Arra Hills and the Silvermine Mountains. The River Suir runs through the southern portion of the county, while tributaries of the Shannon run through the northern part of the county and into Lough Derg. No part of the county touches the coast. The centre is known as 'the Golden Vale', a rich pastoral stretch of land in the Suir basin which extends into counties Limerick and Cork.

The county is traversed by key national arterial routes such as M7, M8, N24, as well as train lines from Dublin to Cork and Limerick, and Waterford to Limerick.

Of the total population of 159,553, (Census 2016), 41.5% (66,244 persons) lived in urban areas, with 58.5% (93,309 persons) living in rural areas. In the 2016 census over 14,000 Tipperary residents' identified themselves as a nationality other than Irish making the county representative of both rural Ireland and a modern multi-cultural society.

Tipperary County Council is responsible for providing a wide range of services and supports to this diverse range of customers, which includes 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.

Tipperary County Council's Corporate Plan 2020-2024 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 the vision for the County:–

"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"

It contains four Strategic Themes for which strategies have been developed which will deliver our vision and ensure the improvement of Council services and infrastructure over the period of the Plan 2020 - 2024.

The Four Strategic Themes are:

- Our Economy;
- Our Community;
- Our Environment; and,
- Our People

For each Strategy, a number of supporting Objectives were identified, for which actions and activities are now set out by each Directorate in this Annual Service Delivery Plan for 2020 (ASDP), including the Schedules of Municipal District Works (SMDWs).

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.

Municipal Districts, through offices in Clonmel, Carrick-on-Suir, Nenagh, Thurles and Tipperary, also provide a large range of infrastructural services for their communities, and play an active role in the development of the Municipal District's industry, business, social, arts, heritage and cultural affairs.

Notwithstanding the above, the service delivery plan for 2020 must operate within the context of the very significant challenges presented by the Covid-19 public health pandemic, current negotiations on the formation of a new Government and the preparation of a new National Development Plan that will follow from negotiations.

Tipperary County Council plays a lead role at local level in the implementation of Government policy on economic development, housing provision, climate action, wellbeing and supporting those who are most vulnerable in our community. As well as being one of the major employers in the county, Tipperary County Council contributes significantly to the local economy with a combined capital and revenue spend of circa €200m annually. In order to maintain this level of spend and to avoid adverse impact on services, it is critically important that Tipperary County Council is given support from Central Government to enable it to be a major player in the recovery process. While the full impact of the Covid-19 pandemic on the finances of Tipperary County Council has yet to be measured and will depend to a large degree on the duration of the crisis and the rate of recovery, our best estimate at this time of the impact on our revenue streams and additional costs for the current year is €20.58m.

The national and local recovery process will require investment and commitment across all sectors of our society and economy. Tipperary County Council, as a local authority with responsibility for the delivery of a broad range of economic policies and local services, will play our part in this recovery process.

Joe MacGrath
Chief Executive
Tipperary County Council

Service Delivery Plan 2020

Introduction

This Service Delivery Plan is prepared in accordance with Section 134(A) of the Local Government Act 2001 (as inserted by section 50 of the Local Government Reform Act 2014). According to DECLG guidelines issued in November 2014:

"***The annual service delivery plan will, inter alia, identify the services to be provided and the standards to which they are to be delivered, monitored and evaluated so as to ensure that objectives for the optimum delivery of services is achieved. It will provide a new methodology whereby local authorities can gauge and be gauged on their own year-on-year performance.*"**

Tipperary County Council's Service Delivery Plan for 2020 identifies the services that the Council intends to provide to the public in the year ahead. It takes account of, and is consistent with, Budget 2020, which was adopted by the members on 22nd November 2019. The Budget sets out the expenditure that the Council estimates will be necessary to carry out its functions throughout the year.

In preparing this document, the Council takes account of all plans, statements and strategies that set out policies and objectives for all of its functional programmes, and in particular the following:

- Tipperary County Council Corporate Plan
- Service Level Agreement with Irish Water
- Tipperary North/South County Development Plans
- Local Economic and Community Plan (LECP)
- In addition, a wide range of other local, regional and national plans statements and strategies inform and guide the Council's work, and the provisions of these plans have been taken into account in preparing this Service Delivery Plan.

Principal Services

In Budget 2020, Tipperary County Council allocated funding to the Service Divisions outlined below, to deliver services to the public during 2020:

Service Division	Funding Approved €
Housing and Building	33,789,895
Road Transport and Safety	52,864,519
Water Services	14,339,130
Development Management	13,360,691
Environmental Services	27,554,455
Recreation & Amenity	13,446,448
Agriculture, Education, Health & Welfare	1,862,632
Miscellaneous Services	16,496,161
Total Budget	**173,713,931**

The Draft Plan sets out

- the objectives and priorities for the delivery of each of the above services
- the strategies for achieving those objectives and priorities
- the performance standards intended to be met in the delivery of services,

Municipal Districts

Under the Local Government Reform Act, 2014 five Municipal Districts were established by law in June 2014 in County Tipperary. Municipal Districts have responsibility for the delivery of a range of services in their local area with a focus on making towns and districts attractive places to live, work and invest.
Each Municipal District prepares a schedule of Municipal District Works for adoption, which sets priorities for works, services or activities to local facilities and amenities within their functional division having regard to centrally allocated budgets. Services carried out by each Municipal District generally include the maintenance, improvement and restoration of regional and local roads and footpaths, low cost safety improvement schemes, Street sweeping, public lighting, public conveniences, school warden services, open spaces, parks and play parks. Municipal Districts are also responsible for the making of Traffic and Parking bye laws and the operation of casual traders.

Municipal Districts provide support on the ground which is critical to the success of many initiatives which drive local communities and economic development. These range from local festivals and events to village renewal schemes; Municipal District's provide assistance in relation to the maintenance and improvement of Council buildings, development of car-parking in town centres, development of recreational facilities and walking and cycling routes.

- The Borough District of Clonmel consisting of the Local Electoral Area of Clonmel - Population of 24,306, from Comeragh Mountains in the south to Kilsheelan village on the east;
- The Municipal District of Tipperary-Cahir-Cashel consisting of the Local Electoral Area of Cahir and the Local Electoral Area of Cashel — Tipperary - Population of 42,354, from Knockmealdown Mountains in the south to Holyford village in the north;
- The Municipal District of Carrick-on-Suir consisting of the Local Electoral Area of Carrick-on-Suir - Population 20,216, from Carrick-on-Suir in the south to Gortnahoe in the north;
- The Municipal District of Nenagh consisting of the Local Electoral Area of Nenagh and the Local Electoral Area of Newport - Population of 37,756, from Newport in the south up to Rathcabbin village in the North;
- The Municipal District of Thurles consisting of the Local Electoral Area of Thurles and the Local Electoral Area of Roscrea — Templemore - Population of 36,029, from Horse and Jockey in the south to Roscrea in the north.

Support Services

All service departments across the Council are supported internally to deliver on work programmes. The relevant support services are provided by the departments of Corporate

Services, Human Resources, Finance and Information Systems. A summary of the objectives and priorities, strategies and performance standards for the support services are also included in this plan.

Some key principles underpin the delivery of quality services to the public. These include customer care, good organisational communications, accessibility, performance management, financial control and data management. Initiatives in these areas are led by the support sections and implemented organisation-wide with the support and cooperation of all sections. All sections also share the common goals of promoting the county.

Performance Assessment

In assessing performance in the delivery of services, the management teams in all sections hold regular meetings, during which recent performance is analysed using relevant data, previous decisions and commitments. Forthcoming performance objectives are set, and effectiveness of overall performance is assessed. This ensures that the organisation implements strong leadership, and assigns accountability and responsibility at all grades.

In addition, the audit committee and internal audit process provides independent oversight and monitoring of the councils governance and control systems.

NOAC

The establishment of the National Oversight and Audit Commission (NOAC) set up under the Local Government Reform Act 2014 provides further scrutiny of the performance of local government bodies against a range of indicators that the Commission has considered appropriate. The objective of the annual exercise is to provide key information on performance in respect of a representative selection of local authority activities that can facilitate a comparison of the outcomes and outputs across local authority activities and from year to year in the case of recurring indicators.

Targets have been established in this Service Delivery Plan related to the indicators against which year on year indicator performance against targets and comparable local authorities can be reviewed. The cost indicators will be analysed annually to identify the factors underlying significant variations in performance by comparable authorities to ensure value for money is being achieved and to facilitate the sharing of approaches to efficiency measures.

The target and indicator outcomes will be presented annually to the Council's Senior Management Team, the Elected Members and the Audit Committee.

Service 1: Housing & Building

Service Introduction

The Councils Housing section is tasked with ensuring that all persons in the County have affordable accommodation suitable to their social and personal needs.

The Council, in seeking to achieve this objective, and in line with the policies set down in the Policy Document "Delivering Homes - Sustaining Communities" published by the Department of the Environment in 2007, continues to provide a wide range of housing services throughout the County.

The principal housing functions are as follows:

- To promote and utilise the options provided for in National Housing Policy to implement our Social Housing Investment Programme.
- To implement our Social Housing Strategy 2020 & Rebuilding Ireland.
- To prepare and implement a programme for advance land acquisition in accordance with National Housing Policy.
- To ensure that our housing policy encourages and supports Rural Sustainability.
- To implement the 5 year Traveller Accommodation Plan 2019 - 2023.
- To implement the provisions of the Homeless Strategies and Action Plans.
- To continue with the "Housing First" model of housing.
- To promote, assist and develop the Voluntary Housing Sector in the County.
- To prioritise Social Inclusion by promoting resident participation in the management of social housing schemes.
- To ensure compliance with Private Sector Residential Accommodation Legislation/Regulations.
- To upgrade our Housing Stock subject to the availability of funding both nationally and locally.
- To improve housing for People with Disabilities and the elderly in accordance with funding allocated.
- To assist house purchase for those qualified.
- To implement National Housing Strategy for People with a Disability.
- Maintenance of approximately 5,250 houses throughout the County.

Financial resources

The budget for Housing services as adopted in December 2019 (for 2020) is as follows:

Service Area	Budget 2019	Comment
Maintenance & Improvement of LA Housing Units	€10,194,320	
Housing Assessment, Allocation and Transfer	€1,285,919	
Housing Rent and Tenant Purchase Administration	€1,467,175	
Housing Community Development Support	€753,817	

Administration of Homeless Service	€1,089,289	
Support to Housing Capital Prog.	€1,957,065	
RAS & Leasing Programme	€13,032,869	
Housing Loans	€825,107	
Housing Grants	€2,548,671	
HAP Programme	€635,663	
Total Housing & Building	€33,789,895	

Key priorities for 2020

Within the above responsibilities, the priorities for the current year include the implementation of the Social Housing Strategy 2020 & Rebuilding Ireland in line with targets allocated under the Housing Construction, Planned Maintenance, Housing Acquisitions, and Voids Programmes.

Personnel resources

Housing section is managed by a Director of Services who also has oversight of the Clonmel Borough District. The section currently has the following staff complement:

Staff Structure

Grade	Number
Senior Executive Officer	1
Administrative Officer	2
Senior Staff Officer	5
Senior Social Worker	1
Staff Officer	9
Tenant Liaison Officer	7
Assistant Staff Officer	5
Clerical Officer	30
Senior Engineer	1
Architect	1
Executive Engineer	2
Assistant Engineer	2
Senior Executive Technician	3
Executive Technician	2
Technician Gr. 1	1
Clerk Of Works	5
Vacant Homes Officer	1
HAP Placement Officer	1
Homeless Prevention Officers	2

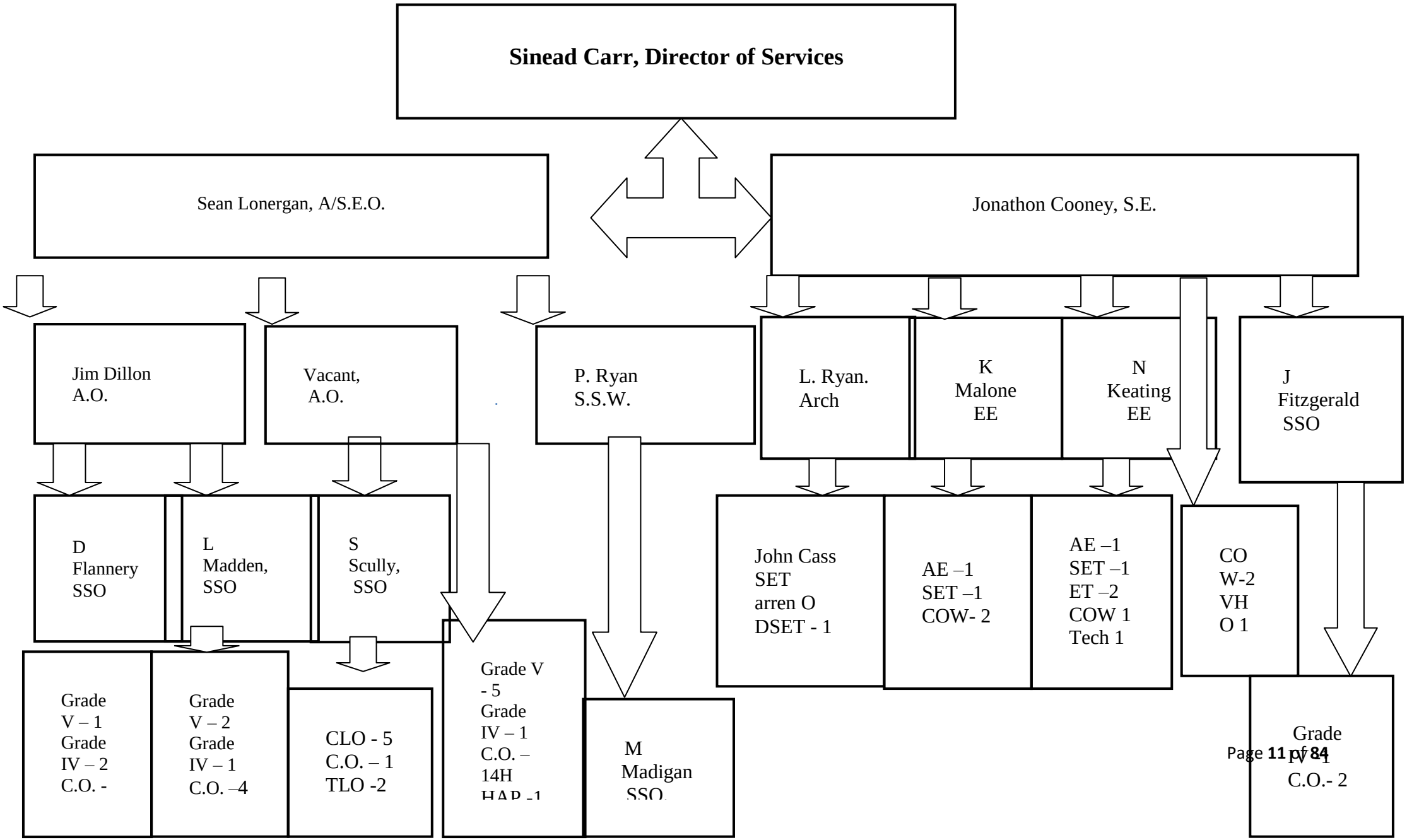
Assumptions and Key performance indicators (KPIs)

The level of service delivery is dependent on the availability of funds as per the adopted budget and the retention of the current staff resources throughout the year.

The Housing KPIs submitted to the National Oversight and Audit Committee (NOAC) for 2018 are illustrated below (2019 not yet released by time Plan is due). Housing section will seek to maintain – and where possible improve on the 2018 performance level in 2020.

Functional Area	Measurement Methodology	Performance Indicators 2018
Housing	• Combined total number of dwellings provided (i.e. through direct provision + RAS + HAP+ leasing etc)	Total Units provided under LA Construction Programme in 2018 - 20 Total Units provided by AHB's in 2018 - 9 Total Units provided under Part V 2018 –5 LA Acquisitions -85 AHB Acquisitions - 41 RAS & Leasing – 86 HAP – 530
	• Maintenance cost for direct provision housing (= Total maintenance spend / Total no. of Direct Provision Dwellings)	Average Cost of Mtce - €593
	• % of private rented tenancies inspected	Total Number of Inspections – 1,055
	• % of inspected dwellings found not be compliant with the Standard Regulation	84.4
	• No. of these non compliant dwellings that became compliant	64
	• % local authority housing vacant ; Number of Voids	% Voids – 3.2 Total Voids at 31/12/2018 – 160
	• Average re-letting time & cost	Average Time Taken to Re-let 2018(weeks) – 33 Total cost of Re-letting - €1.62m Average Re-Letting Repair - €8,613

Housing Organisational Structure



Service 2: Roads and Transportation

Service Introduction

The Roads and Transportation Directorate has responsibility for the maintenance and management of the road network in County Tipperary within overall resource allocations.

Responsibility for the management of Motorways and National routes rests with Transport Infrastructure Ireland.

Funding for Regional and Local Roads is combined of grant allocations received from the Department of Transport, Tourism and Sport and the Council's own resources.

Priority Objectives and Performance Targets for 2020:

Programme Area	Objectives for 2020
Actions from Delivering for Tipperary	• Major inter-urban routes: Two N24 projects notified on National Development Plan 2018-2027: Cahir to Limerick Junction: Engage with Arup and Partners Ireland Ltd who have been awarded the consultancy contract to carry out Planning and Design Phases 1-4, to ensure performance. Tipperary County Council is lead authority; Waterford to Cahir: Enter Section 85 agreement with Kilkenny County Council (lead authority), who are to appoint consultants Q1 2020. • Progress R498 Latteragh Road Realignment: publish CPO and submit to An Bord Pleanala. • Ballina/Killaloe Bypass Shannon Bridge Crossing and R494 Improvement Scheme: Work with Clare County Council, the Lead Authority to progress the new Shannon Crossing at Ballina/Killaloe and attend Steering committee meetings. • Thurles Inner Relief Road: deliver part of Inner Relief Road through private development and seek national funding to complete the project. • Explore the potential of connectivity between existing Greenway and Blueway Projects within Tipperary and with other counties.

Progress Pavement and other schemes **Progress Forward Planning and Design**	**Complete National Road Pavement Schemes:** • N52 Borrisokane Street Improvement Works • N24 Clonmel Inner Relief Road **Progress Planning and Construction on National Road Pavement / Improvement / Realignment Schemes including:** • N24 Carrick on Suir • N24 Tipperary Town Main Street and Fr Matthew Street • N24 Knockagh approach • N62 Slievenamon Road Thurles Phase 2 • N62 Templemore approach roads • N76 Grangemockler Pavement Strengthening • N62 Roscrea Crescent to roundabout • N65 Carrigahorig to Balleiragh Bridge • N65 Carrigahorig village • N74 Ballyhusty Realignment • N24 Ballydrehid Realignment **Progress forward Planning and Design of other selected Pavement / Improvement / Realignments of the Road network in the county.**
3 Year Roads Programme	• Continue to implement the 3 year roads programme 2019-2021 • Maintain and improve the road network in an efficient manner by maximising available resources • Implement IPB footpath refurbishment and repair programme
Machinery Yards	• Continue the design phase of the upgrade of the Machinery yard and Civic amenity site at Limerick Road, Nenagh • Procurement of bitumen sprayer for the machinery yard • Annual procurement of bitumen, grit and road making materials for Municipal and Borough Districts • Co-ordination of the annual road works programme for the county • Maintenance and operation of vehicle fleet to RSA requirements • Co-ordination and operation of the winter

	maintenance programme for the county • Section 86 agreements for winter maintenance have been entered into with Waterford, Offaly and Kilkenny County Councils to treat roads with salt during the winter months in each other's areas to increase efficiency of the treatment routes.
Public lighting	• Tipperary County Council has responsibility for the management and maintenance of more than 17,200 lights in the county. Public lighting maintenance is carried out under contract with Airtricity Utility Solutions. A contract extension under the Terms and Conditions is to be agreed in 2020. • Public Lighting is the single biggest user of energy in the overall Council's energy usage. Over the past number of years the Council has introduced LED lighting in a number of new and replacement public lighting projects. There were over 700 LED upgrades in 2019 and it is intended to continue this upgrade programme in 2020. • This Council has and will continue to avail of external funding where same is available from SEAI, TII and EU for public lighting energy efficiency projects. • Tipperary County Council is participating in an EU Interreg North West Europe Project, to develop Smart Sustainable Public Spaces across the North West Europe region with the project being called 'Smart-Space'. The Council, along with three European municipalities will receive funding to install a smart lighting system where the four partners will commit to a research project involving the installation and monitoring of this lighting system. Advances in intelligent lighting

	systems offer the opportunity to significantly increase energy efficiency, thereby reducing the carbon footprint. The primary location for the 'Smart-Space' project in Tipperary will be Thurles and in particular Liberty Square, while the villages of Clonoulty and Drangan have also been included to trial this technology in a rural context. The project in Tipperary will be tendered in 2020 and must be completed by the end of July 2021. • Tipperary County Council in conjunction with the RMO, TII, and 23 other local authorities, has signed up to participate in a large scale Street lighting upgrade to LED. The primary aim of the project is to enable Local Authorities to reach their statutory energy efficiency target to be 33% more energy efficient by2020, and the Project will also significantly help LA's reach their 2030 target to be 50% more energy efficient. Approx. 280,000 lights are to be retrofitted in this project and 14,000 of these will be in Tipperary. The Council has approved the funding of this project and preparatory work will continue in 2020. On completion the Council should see a large reduction in costs to power its public street lighting network. The project has been approved for grant funding from the Government's Climate Action Fund.
Taking in Charge process:	• A total of 25 estates were taken in charge in 2019 and it is proposed to take a similar number of estates in charge in 2020 subject to funding and any necessary requirements being met. The Council will also progress the taking in charge of De-facto estates in 2020.
Community Involvement Scheme	• An allocation of €1,194,000 has been received in respect of CIS schemes for 2020. The Community Involvement Scheme is a joint venture approach between the Council and local communities, for the purpose of carrying out maintenance and improvement works on suitable public local roads. Applications will be prioritised by Districts and offers issued within the above allocation in 2020.
Local Improvement Scheme	• An allocation of €599,969 was received in respect

	of LIS schemes for 2019, with a similar allocation expected in 2020, details of which have yet to be notified by the Department of Rural and Community Development. The Local Improvement Scheme is a joint venture approach between the Council and local applicants to carry out improvement works on private and non-publicly maintained roads. The scheme is also an important part of the delivery of the government's 'Realising Our Rural Potential – Action Plan for Rural Development', one of the pillars of which focuses on improving rural infrastructure and connectivity.
CLÁR	• A grant amount of €95,000 was received under the CLÁR scheme in 2019 for roads related projects under Measure 1: Support for Schools/Community Safety Measures. The approved projects will reach completion in 2020. It is anticipated that further funding will be provided under the scheme in 2020.
Flood Relief	• In partnership with the OPW Tipperary County Council will progress delivery of five initial Flood Relief Minor Projects identified in the CFRAMS studies.
Severe Weather	• Review the Severe Weather Plan in 2020 and continue to respond to weather events as they arise during the year.
Communications	• Implement the objectives contained in the Communications Strategy for the Roads Directorate in 2020.
Health and Safety	• Our objective is to achieve OHSAS 18001 accreditation in 2020, and to implement a comprehensive Health and Safety Management System and continual improvements. • Commence a Depots upgrade programme.
Administration	• Issue Certificates, Permits, Licences and Road Opening approvals • Ensure responses to FOI/AIE/Data requests are issued in a timely manner.

Financial Resources

The main categories of grant allocations for 2020 are as follows:

National Routes

Improvement Allocations	€5,410,000
Maintenance Allocations	€852,116
TOTAL ALLOCATION	**€6,262,116**

Regional and Local Allocations

Discretionary Grant	€4,796,000
Restoration Improvement Grant	€14,343,000
Restoration Maintenance Grant	€2,546,500
Supplementary Restoration Maintenance	€1,576,500
Low Cost Safety Schemes	€543,000
Bridge Rehabilitation	€627,000
Specific Improvement Grants	€700,000
Strategic Regional and Local Roads (Latteragh upgrade)	€200,000
Speed Limits	€40,170
Drainage Works	€1,192,053
Non-National Roads Training Grant	€129,500
Community Involvement Scheme	€1,194,000
Former National Roads	€1,000,000
Hedgecutting Pilot Scheme	€15,000
PSCI Survey Support	€44,000
TOTAL ALLOCATION	**€28,946,723**
Own Resources Allocation for 2020	**€8,640,256**

Human Resources/Organisational Structure

The Roads Section is managed by a Director of Services who also has responsibility for Nenagh Municipal District. The current staff complement is made up as follows:

- Head Offices – Management, Engineering and Administrative staff including Road Design Office
- Five Municipal/Borough District Offices – Engineering, Technical and Administrative staff in each office
- Machinery Yard – Engineering, Administrative staff, Technical Services Supervisor, Drivers, Fitters, Store man
- Outdoor Staff – over 300 staff including General Services Supervisors, Gangers/Road workers – permanent and temporary.

Performance Indicators

Service delivery is dependent on the availability of both financial and human resources. The two indicators for roads: R1 (Ratings in Pavement Surface Condition Index (PSCI) and R2 (Regional Road Grants Works) are provided centrally by the Roads Management Office (RMO) for each county.

Targets to be achieved for 2020: To continue to improve the current level of road ratings in the county based on the levels of funding available from the Department of Transport, Tourism and Sport and own funding. 2018 indicators are outlined hereunder, with 2019 figures currently in preparation by the RMO.

NOAC Report for 2018

Tipperary County Council

R1: Pavement Surface Condition Index (PSCI) Ratings
% of total road kilometres that received a PSCI condition rating between 1/1/2017 and 31/12/2018

Road Class	% surveyed to 31/12/2018
R	100%
LP	78%
LS	56%
LT 1/1/2014-31/12/2018	46%

At 31/12/2018 the number of road kilometres having a PSCI rating of
(a) 1-4, (b) 5-6, (c) 7-8, and (d) 9-10 expressed as a % of total road kilometres

	PSCI Ratings			
Road Class	1-4	5-6	7-8	9-10
R	7%	28%	35%	30%
LP	14%	15%	42%	25%
LS	23%	16%	35%	20%
LT	26%	12%	19%	9%

R2 (Regional Road Works)

A1. Kilometres of regional roads strengthened using Road Improvement grants	32.2 km
A2. Regional road Improvement Grant amount	€3,284,681
B1. Number of kilometres of regional roads resealed using Road Maintenance grants	19.5 km
B2. Regional road Maintenance Grant amount	€669,516
C1. Kilometres of Local roads strengthened using Road Improvement grants	132.7 km

C2. Road Improvement Grant amount spent on Local Roads (strengthening)	€9,433,764
D1. Number of kilometres of Local roads resealed using Road Maintenance grants	68.5 km
D2. Road Maintenance Grant amount spent on Local Roads (resealing)	€ 1,359,171

Strategic Policy Committee

The Infrastructure SPC was established following the Local Elections 2019, and includes Roads and Transportation and Water Services. Four meetings of the SPC will be held in 2020 to discuss policy proposals in areas such as:

- Hedge cutting
- Driver Feedback signs
- Road Safety Strategy 2021 and beyond
- Use of roads for racing.

Briefings will be delivered on:

- Roads Capital projects
- National, Regional and Local road grant allocations
- Water Services / Rural Water Schemes.

Road Safety

For 2020, the main focus under road safety for Tipperary County Council is to ensure that the objectives, as set out in the Government Strategy on Road Safety 2013-2020, are achieved at local level. This will involve co-operation with Gardaí, Schools, the Road Safety Authority (RSA), Department of Transport, Tourism and Sport, the Sports Partnership, neighbouring local authorities, Transport Infrastructure Ireland, the media and the general public with a focus on:

- Implementing low cost safety schemes
- Promoting national campaigns discouraging speeding, driving while intoxicated, driver fatigue, etc.
- Working with the Gardaí and the RSA to promote the National SLOWDOWN initiatives
- Engaging with young people in Primary and Post Primary schools across the county
- Assisting with the provision of cycling training in primary schools in the county.

Research on fatal collisions nationwide indicates:

- Excessive speed is a contributory factor in 1 in 3 fatal collisions.
- Alcohol is a contributory factor in 1 in 3 fatal collisions.
- Driver fatigue is estimated to be a factor in 1 in 5 fatal collisions.

- 1 in 3 of those killed in cars in the last 6 years was not wearing a safety belt or child restraint.
- 1 in every 3 children travels unrestrained in a car.
- 3 out of 4 people killed on the roads are male.
- Young men aged 17 to 34 are consistently over-represented in death and serious injury statistics.

(RSA, 2016, Fatal Collisions 2008 – 2012, Excessive Speed as a Factor)

Casualty Trends in Tipperary from 2008 to 2020

Year	Fatalities	Injuries
2008	21	348
2009	12	336
2010	6	312
2011	11	243
2012	4	237
2013	12	248
2014	14	266
2015	4	237
2016	13*	Not available
2017	8*	Not available
2018	10*	Not available
2019	13*	Not available

**provisional data and subject to change*

It is a requirement under the Government Road Safety Strategy 2013-2020 that each local authority establish a Road Safety Working Together Group (RSWTG). This group is made up of representatives of Tipperary County Council, Transport Infrastructure Ireland (TII), the Road Safety Authority (RSA), An Garda Síochána (AGS) and Tipperary Fire and Rescue Services. The Government Strategy also requires each local authority to implement a local Road Safety Strategy and this has been completed, with the current strategy in force until the end of 2020. The RSWTG will meet three times in 2020 to review the implementation of the Tipperary Road Safety Strategy 2018-2020. It is expected that preparatory work on the Council's next Road Safety Strategy 2021 and beyond, will commence in 2020.

A Collision Prevention Team has been established for Tipperary. This team which is led by An Garda Síochána, will meet regularly with the Council's District Engineers during 2020 to discuss operational issues and, among other things, the Collision Prevention Programme (CPP).

e-Parking initiative

e-Parking has been rolled out to 9 towns throughout county Tipperary as an additional, more convenient way of paying for parking. Methods of payment for parking to members of the public include smartphone 'app', website or telephone call. The traditional Pay and Display machines are still in operation in all towns and are supported with a modern back office system that monitors functions and finance for the machines. Downloads of the e-Parking 'app' are averaging between 250 and 300 per month. In 2019 the Council ran two radio promotions with Tipp FM which proved very popular and successful with listeners, getting the word out on eParking. The Roads Department also promoted e-Parking to our internal customers in the Christmas edition of 'Our Times' staff newsletter. The Council will continue its promotional campaign for e-Parking during 2020 with the aim of increasing usage year on year.

Community Employment Projects

Tipperary County Council has supported Community Employment Projects since their introduction in 1985. The Council, in partnership with the Department of Employment Affairs and Social Protection continues to promote and encourage the development of Community Employment projects and the Roads Directorate currently sponsors two Community Employment Schemes. The schemes operate over various locations including the Town and Environs of Cahir, Cashel, Clonmel, Thurles and Tipperary Town and the communities of Boherlahan, Clonoulty/Clogher, Holycross, Kilsheelan, Nine Mile House and Rosegreen.

The Community Employment projects involve a range of activities including:

- Horticultural, landscaping and environmental improvement projects
- Maintenance works in parks, towns, and cemeteries
- General Operative/Driver/Traffic Management Duties/Road Crossing Wardens

Emphasis is placed on providing valuable employment experience and training for participants. All participants benefit from mandatory Health and Safety training which is a transferable skill, required in similar work places. After achieving mandatory training, participants then follow on with job related or skill specific courses.

The Tipperary community benefits by having cleaner towns, improvement of amenities and the landscaping of areas. Participants gain in skills, confidence and self esteem that enable them to work as part of a team within their own community. Many of the participants on the projects have secured employment either during or directly after their involvement.

Service 3: Water Services

Service Introduction

The water services functions of local authorities transferred to Irish Water with effect from 01 January 2014 pursuant to the Water Services (No. 2) Act 2013. Tipperary County Council continues to operate and maintain water services in accordance with a Service Level Agreement (SLA) with Irish Water which commenced on 01 January 2014 and will run until 31 December 2025.

While responsibility for water services has passed to Irish Water since 01 January 2014, local authorities remain very involved in the sector, acting as agents of Irish Water in relation to the operation and maintenance of services. Irish Water sets the level of service, in light of its contract with the economic regulator (the Commission for Regulation of Utilities (CRU)), and drives efficiencies and accelerated investment. In conjunction with the Service Level Agreement, an Annual Service Plan is prepared in advance of each calendar year through a joint planning process between the Council and Irish Water.

Tipperary County Council retains responsibility for the following functions, which did not transfer to Irish Water:

Rural Water Programme

- group water supply schemes and group sewerage schemes;
- grants for the provision or necessary improvement of an individual water supply to a house (well grants);
- the administration of grants paid under the Domestic Waste Water Treatment Systems (Financial Assistance) Regulations 2013 (it should be noted that the site inspections of the individual domestic waste water treatment systems are carried out by the Environment and Climate Action Section); and
- the administration of grants payable under the Domestic Lead Remediation (Financial Assistance) Regulations 2016.

Grants paid pursuant to the above are recouped from the Department of Housing, Planning and Local Government.

Others:

- public conveniences;
- operation and maintenance of public swimming pools; and
- water safety.

While budget responsibility rests with Water Services, the Borough and Municipal Districts manage the day-to-day operation of the public conveniences and swimming pools.

The Service Level Agreement with Irish Water provides for:

- reimbursement in respect of expenditure incurred by Tipperary County Council in the performance of its functions pursuant to the Service Level Agreement;
- Standards to be met by Tipperary County Council in the performance of its functions;

- Resolution of disagreements in relation to the performance of the functions;
- Performance by Tipperary County Council of functions within the functional area of another local authority.

In conjunction with the Service Level Agreement, an Annual Service Plan must be prepared through a joint planning process between Irish Water and Tipperary County Council. The focus of the Annual Service Plan 2020 is:

- Budget and headcount;
- Objectives and targets for infrastructural performance;
- Operations and maintenance and improvement initiatives;
- Investment Plan 2020-2024 and Capital Delivery Programme;
- Service and activity performance; and
- Other matters as they arise.

The key objectives of Water Services are as follows:

- Manage the operation of the public water and wastewater services in the county, on behalf of Irish Water, in accordance with the Annual Service Plan 2020;
- Assist Irish Water in the delivery of its Investment Plan 2020-2024, which succeeds its Capital Investment Plan 2014-2016: in this regard Irish Water submitted its proposed Investment Plan 2017-2021 to the CRU and on 12 December 2016, the CRU published its decision paper on the Irish Water Allowable Revenue for the period from 01 January 2017 to 31 December 2018, which incorporates the Investment Plan as it relates to that period, which revenue control regulatory period was subsequently extended by the CRU to 31 December 2020;
- Ensure compliance with all regulatory requirements in respect of potable water and discharges from municipal wastewater treatment plants;
- Maintain and improve health and safety standards within the work programme of Water Services;
- Deliver, through the Council's Rural Water Committee, the Rural Water Programme for 2020;
- Maintain public conveniences (operating through the Borough and Municipal Districts);
- Provide support to staff operating public swimming pools; and
- Promote water safety.

<u>Personnel resources</u>

Water Services is managed by a Director of Services who also has responsibility for Planning. The section currently has the following staff complement:

- 21 professional staff (civil engineers and environmental scientists); 17 technical staff (civil engineering technicians and environmental technicians);
- 12 administrative staff; and
- 86 frontline delivery staff (general services supervisors, water and wastewater caretakers, craft workers and general operative staff).

Financial resources

The 2020 budget for Water Services as adopted by the Council at its annual budget meeting on 22 November 2020 is as follows: Service Area	**Budget 2020**	**Comment**
Water Supply	€8,202,497	This figure will be recouped from Irish Water.
Wastewater Treatment	€3,257,439	This figure will be recouped from Irish Water.
Public Conveniences	€310,779	Operation and maintenance of public conveniences.
Administration of group and private installations	€1,031,215	Group water schemes and private well grants.
Support to water capital programme	€1,275,778	This figure will be recouped from Irish Water.
Agency and recoupable services	€221,422	This figure will be recouped from Irish Water.
Local Authority Water and Sanitary Services	€40,000	This figure will be recouped from Irish Water.

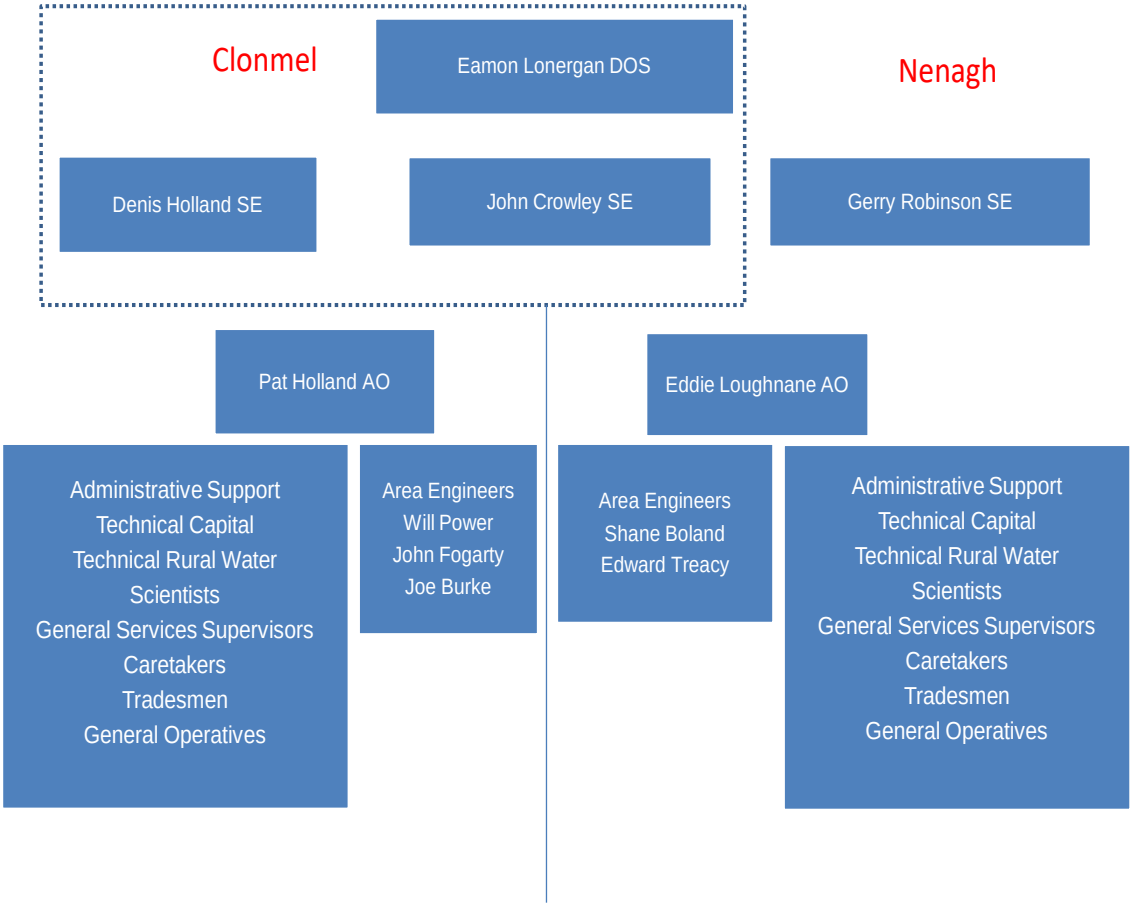
Assumptions and key performance indicators (KPIs):

The above level of service delivery is dependent on the availability of funds as per the adopted budget, support from Irish Water and the retention of the current staff resources throughout the year.

As Irish Water is now responsible for the delivery of public water services, the National Oversight and Audit Commission (NOAC) has set only one key performance indicator (KPI) for Water Services. This relates to drinking water quality in private schemes and is gathered from the Environmental Protection Agency based on returns from the Council. Water Services Section will seek to maintain, and where possible improve on, the performance level achieved in recent years.

Functional Area	**Performance Goals**	**Supporting Programme**	**Measurement Methodology**	**Performance Indicator Target 2020**
Water Services	Optimum management of resources within the local authority	Rural Water Programme; sampling and testing of drinking water in private schemes	Test results	98% drinking water in private schemes in compliance with statutory requirements

Water Services – Staff Organisational Chart



Service 4: Development Management (Planning Section)

Service Introduction

Tipperary County Council's role as a Planning Authority is concerned with the physical planning and sustainable development of the County. This is achieved through the principal elements of the unit, which are Development Management; Enforcement and Forward Planning/Planning Policy.

The Planning & Development Section deals with a variety of services:

- Applications for planning permission including pre-planning meetings and receipt of submissions in respect of planning applications;
- Requests for a declaration under Section 5 on development/exempted development;
- Planning searches;
- Dealing with queries concerning possible unauthorised developments;
- Applications in respect of 'taking in charge' of estates;
- Collection of development contributions;
- Drafting and consulting on policies and strategies relating to the future development of the County.
- Preparation of funding applications under Project Ireland 2040.

Key priorities for 2020

Development Plans/Local Area Plans

RSES & County Development Plan

The Regional Spatial and Economic Strategy (RSES) for the Southern Region came into effect on 31st January 2020. The RSES provides a long-term, strategic development framework for the future physical, economic and social development of the Southern Region and will guide the preparation of the Tipperary County Development Plan, which will formally commence post the Covid emergency legislation..

This will be the first County Development Plan prepared for Tipperary and will provide a unique opportunity to create a new vision to shape the sustainable development of the county for the lifetime of the plan and beyond. The County Development Plan will align with the Southern Regional Spatial and Economic Strategy and will be underpinned by Strategic Environmental Assessment, Appropriate Assessment and Flood Risk Assessment.

The Planning Section has commenced the background research and survey work and an external environment team have been commissioned to prepare the Strategic Environmental Assessment, Appropriate Assessment and Flood Risk Assessment.

Preparation of Record of Protected Structures

Tipperary County Council's Record of Protected Structure (RPS) includes over 2,500 structures across 9 County and Town Development Plans. A county-wide RPS is being compiled and survey and reporting of each structure has commenced which will inform the formal review and preparation of the new RPS. This work will continue in 2020.

Cahir Local Area Plan 2020-2026

The Council has commenced the preparation of a new local area plan for Cahir, which will replace the Cahir Local Area Plan 2011-17 (as extended). The new Cahir Local Area Plan 2020-2026 will be prepared in accordance with Section 20 of the Planning and Development Act 2000 (as amended) and will set out the land use strategy for the town to ensure the town can grow, support employment and homes, and can do so sustainably. Pre-draft public consultation took place from the 6th Nov to the 4th Dec, 2019 including a public event at the Cahir House Hotel on the 13th November. A report on the public consultation process was presented to the Elected Members of Tipperary-Cahir-Cashel at a workshop on the 16th December, 2019. It is intended to present the proposed Local Area Plan to the Elected Members for consideration at the plenary meeting of the Council post Covid emergency legislation prior to placing same for public consulataion .

National Planning Framework – Ireland 2040: Our Plan

Urban and Rural Regeneration and Development Fund: Project Implementation
The National Development Plan (NDP) 2018-2027 established four new funds to help drive the specific core priorities detailed in the NPF (National Planning Framework). These four funds included an Urban Regeneration and Development Fund administered by the Department of Housing, Planning and Local Government and the Rural Regeneration and Development Fund administered by the Department of Rural and Community Development. The following projects are currently being delivered under this Scheme.

Clonmel 2030 Transformational Regeneration seeks to develop a multi-dimensional, public/private/community partnership proposal for Clonmel, which will re-imagine how civic, cultural, educational, enterprise and tourism uses can work together to regenerate and create a new role for the town. Funding of €9.5m was approved for the project which includes Kickham Barracks Regeneration and the Regional Sports Hub, Clonmel. Applications to deliver the ― Flights of Discovery and Clonmel Public Realm Enhancement will be made in 2020.

Consultants have been appointed for the Sport Hub and Kickham Barracks public realm works. Kickham Barracks Car Park has gone to tender. The final design for the Plaza is almost complete. The Project Management Plan for the delivery and implementation of this project will be progressed in 2020.

Liberty Square Enhancement Project Thurles seeks to deliver a vibrant Liberty Square at the heart of Thurles: a place to live, shop, work, socialise, play or "hang-out". The revitalised Liberty Square will become an engine for growth in and around Liberty Square and will enhance the attractiveness of Thurles as a place to live and a place for investment / employment. Funding of €4.39m was secured through the Urban Regeneration Development Fund towards the cost of the project. David Walsh Civil Engineering Ltd were awarded the contract for the construction phase in October, 2019 and works commenced on phase one-construction of the new car park in November, 2019.

The construction of the new car park has commenced and will be completed in Q1 2020. The Project Management Plan for the delivery and implementation of this project will continue in 2020.

Tipperary Town Regeneration - This is a significant regeneration project for Tipperary Town which will greatly enhance long term sustainable tourism for the area. It will include an upgrade of the Market Yard as a pedestrian priority area, linking the Excel Heritage Centre to Market Yard and the Town Centre and, a 800 metre walkway along the River Ara, including two loop walks. Funding of €600,000 has been approved under the **Rural Regeneration and Development Fund**. Contracts have been awarded for detailed design of the Market Yard project and for the planning phase of the River Ara walkway. The Project Management Plan for the delivery and implementation of this project will continue in 2020.

Fethard Town Park The project proposal is for the development of a community sport and recreational campus, incorporating a community pavilion, playing pitches, walkways, parkland and open spaces. The project was developed through a partnership approach with Coolmore Ireland, Cashel and Emly Diocese and Health Ireland. Funding of €2.6m was approved to for the preojct under the Rural Regeneration Fund. A Project Management Plan and team is in place to deliver the project, which will continue in 2020.

Templemore Town Hall: Enterprise and Cultural Centre with associated Civic Plaza. The project proposal is a flagship urban regeneration project to conserve and establish Templemore Town Hall as an economic, cultural and community hub of the town, the District and the Mid-West Region. The project was prepared by the Council in partnership with Garda Training College, Templemore College of Further Education, Templemore Community Development Association, the Local Enterprise Office and the Tipperary Energy Agency. Funding of €2.1m was approved under the Rural Regeneration and Development Fund. A Project Management Plan and team is in place to deliver the project.

Urban and Rural Regeneration and Development Fund: Funding Calls
The Department of Housing Planning and Local Government has launched a call for funding under the Urban Regeneration and Development Fund for Category 2 (early development of projects to enable them to reach a stage where the concept is developed to a high standard and the project is in a position to commence works) applications. The

closing date for applications is 29th May 2020. Projects in Clonmel, Nenagh and Thurles have been lodged for consideration under this fund.

It is anticipated that additional applications for funding under the RRDF and URDF will be prepared in 2020 and Planning Section will continue provide membership to both the Project Ireland Steering Group and the delivery groups.

Irish Town Wall Network

Planning Section will continue to participate in the Irish Town Wall Network in 2020.

Conservation Grant Schemes 2020

The **Built Heritage Investment Scheme 2020** seeks to encourage conservation of structures protected under the Planning and Development Act 2000 (as amended) and in certain cases, structures within Architectural Conservation Areas. The scheme also seeks to support the employment of skilled and experienced conservation professionals, craft workers and trades people. Funding is available for successful projects (the minimum amount is €2,500 up to a maximum amount is €15,000 per application) subject to each owner fully matching the funding awarded. We received 28 applications up to and including the 31st January, 2020. Following assessment, a schedule of 16 eligible projects were submitted to the Department for consideration, we are awaiting notification from the Department on these 16 projects.

The **Historic Structure Fund 2020** seeks to support conservation works to heritage structures in both private and public ownership. The focus is on conservation and enhancement of historic structures and buildings for the benefit of communities and the public and will seek to:

• enable larger scale conservation works to be carried out on heritage structures which are deemed to be significant and in need of urgent support;
• encourage the regeneration and reuse of heritage properties and help to secure the preservation of protected structures and/or historic-culturally significant assets; and
• support the investment of private capital in labour-intensive projects to conserve historic structures in public and private ownership for community use.

Total funding available nationally under the Historic Structures fund in 2020 will be €1,824,000. Applications may be made under 2 streams. Stream 1 will offer grants between €15,000 and €50,000 for essential repairs and small capital works for the refurbishment and conservation of historic structures. Stream 2 offers a small number of grants from €50,000 to €200,000 for larger project involving projects where there is a clear community benefit. 11 applications were received up to and including the 31st January, 2020. Following assessment, a schedule of 5 eligible projects were submitted to the Department for consideration, we are awaiting notification from the Department on these 5 projects.

Urban Regeneration and Development Act: Vacant Site Register

The Urban Regeneration and Housing Act 2015 introduced a requirement to establish a vacant site register. The purpose of the register is to identify vacant sites within the functional area of the Council with a view to bringing such sites into beneficial use.

The Council will be reviewing sites across the county on an on-going basis and where it is satisfied that sites conform with the requirements of the legislation, property owners will be

notified and informed of the process for placing sites on the register. A total of 28 Section 7 (1) notifications have issued to land owners registered on the PRAI to date on a total of 20 sites under consideration. There are two sites currently on the register since 2019. The Planning Section will continue to implement the Vacant Site legislation during 2020.

Energy in Agriculture Conference

Tipperary County Council in partnership with Teagasc, Tipperary Energy Agency and Gurteen College, participated in running the 'Energy in Agriculture Event' on the 20th August, 2019.

The Planning Section will work with its partners in the Energy in Agriculture Conference to consider the Event further in 2020 in light of the current social distancing restrictions

Information Technology

The further development of IT systems, including upgrading geographical information system, upgrading the system that handles the processing of planning applications and our document management system will continue in 2020. The Planning website will be up-dated and kept under review to ensure that all aspect of the work of the planning department are readily accessible to members of the public and community engagement with the Planning Policy document is encouraged.

The roll out of e-Planning (on line system for submitting applications and objections and issuing decisions from the planning authority) countrywide is scheduled to take place in 2020, with Tipperary County Council Planning Section being identified as the pilot site to trial the introduction of e-planning. . This will simplify the process for engaging in the planning process for the public, agents, elected members and prescribed bodies.

Monitoring

The Planning Section will continue to carry out monitoring of Development Plans and key land use development indicators. Monitoring in 2020 will include the following:

- DECLG Household Land Availability Surveys
- SEA Monitoring of county-wide development plans.
- Retail health checks for main settlement centres.

Financial resources The principal budgets(excluding salaries etc) for Planning services as outlined in the Annual Budget 2020 are as follows:

Service Area	**Budget 2020**	**Comment**
Forward Planning (Statutory Plans and Policy	€172,000	Plans detailed above
Enforcement Costs	€200,000	
Development Management	€169,920	Processing applications, further development of IT systems
Conservation Services	€230,000	
Health & Safety	€20,000	

Personnel resources

Planning Section is managed by a Director of Services who also has responsibility for Water Services. The section currently has the following staff complement:

Grade	Number of Persons	Comment
Senior Planner	1	Head of Function
Senior Executive Planner	3	
Administrative Officer	2	1 AO recruited for ePlanning Pilot Project
Senior Staff Officer	1	
Staff Officer	3	
Assistant Staff Officer	6	
Clerical Officer	12	
Executive Planner	6	
Assistant Planner	4	
Senior Executive Technician	2	
Senior Executive Engineer	1	Vacant (Clonmel)
Executive Technician	2	
Technician Gr 1	1	Vacant (Clonmel)
Total	44	

The section is organised according to the staff structure shown in Figure 5 below.

Primary service delivery objectives

Service Area	2020 Objectives/Targets
National Planning Framework and National Development Plan	Participate in roll out in 2020
Regional Spatial and Economic Strategy	Participate in roll out during 2020
County Development Plan	Formal commencement of 2 year process post covid emergency legislation
Cahir Local Area Plan	Proposed plan to go on display post covid emergency legislation
Economic and spatial analysis of urban centres	Progress through 2020
Continue the preparation of the countywide Record of Protected Structures	Progress through 2020
Complete urban design projects in towns around the county	Progress through 2020
Progress to taking in charge housing estates, in line with our list of priorities for 2020	progress the applications on hand
Prepare draft policies and reports for consideration by SPC, Municipal Districts and Co. Council	As required
Hold Planning Workshops for Elected Members	As required
Progress the preparation of URDF, RRDF and Platform for Growth applications through 2020	As required
Achieve the registration to OSO 45001 (Occupational Health & Safety Management System)	As required

Assumptions and service indicators

The above level of service delivery is dependent on the availability of funds as per the adopted budget and the retention of the current staff resources along with the filling of vacant posts throughout the year. Significant risks include:

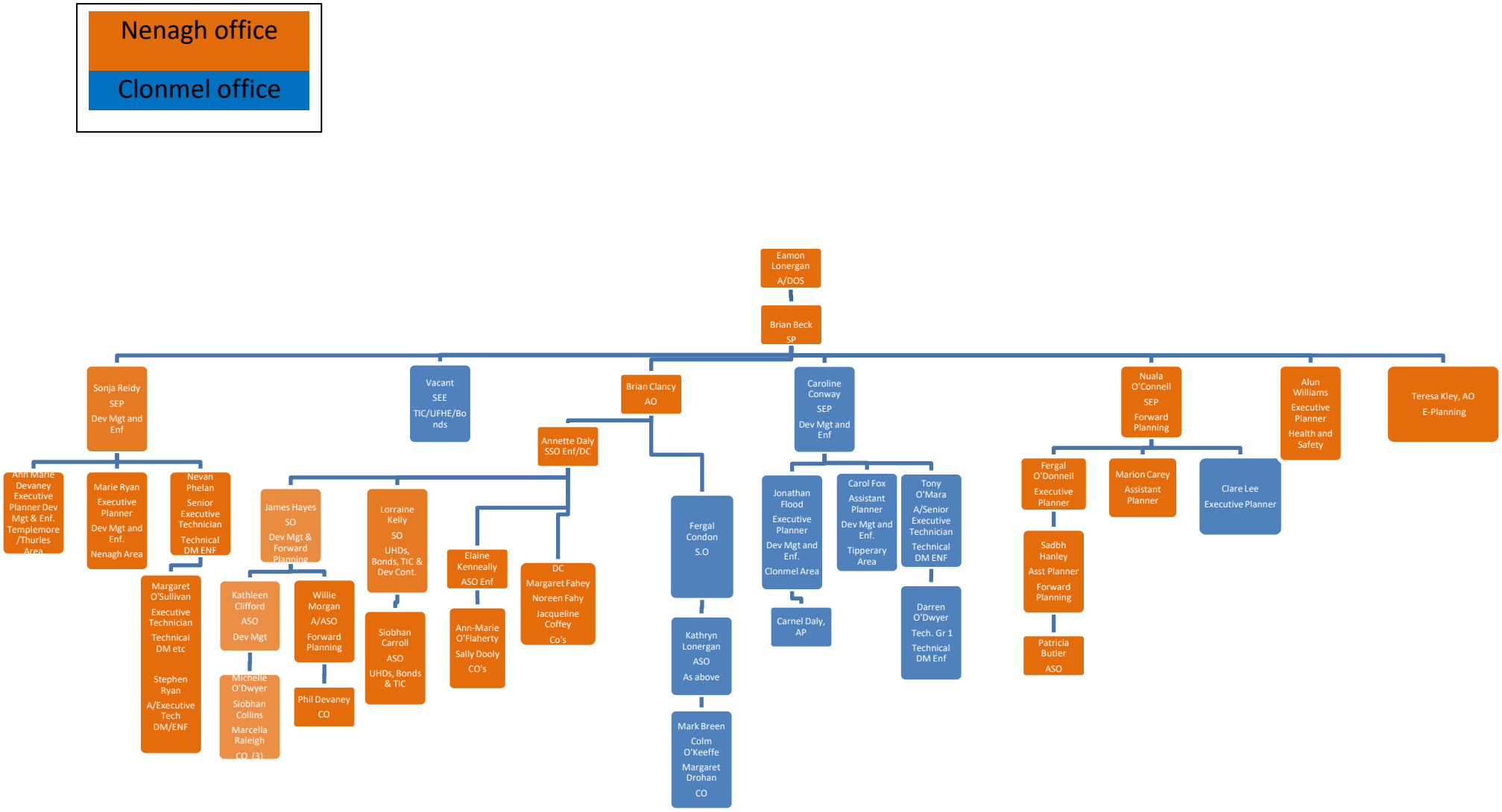
- Failure to implement development management policies
- Non –compliance with statutory deadlines for making decisions
- Non-compliance with statutory requirements and deadlines to review and make plans
- Reduction of performance in planning enforcement
- Capacity of I.T. systems to accommodate additional demand
- Financial exposure due to inadequate Bond security on legacy applications and debt collection in relation to development contributions
- Insufficient bonds to carry out the necessary works to bring services up to a minimum standard, inadequate of progress on of Taking in Charge of housing estates which causes issues with public safety and environmental pollution
- Resources required to pilot and implement ePlanning

The Planning Service Indicators set by the National Oversight and Audit Committee (NOAC) for 2020 are as follows. Planning Section will seek to maintain – and where possible improve on – the 2019 performance level.

Functional Area	Measurement Methodology	**Target Performance Indicators 2020**
Planning/Building Control	• % of planning enforcement cases closed (against the number of cases that were investigated)	***19%***
	• % of applications where the decision was confirmed (with or without variation) by An Bord Pleanala	**74%**
	• Buildings inspected as a percentage of new buildings notified to the local authority	**12%**
	• Cost of the Planning Service per capita	**€29.43**

Section 85 commitments (if any)

The Planning Section has no Section 85 commitments.


Nenagh office
Clonmel office
Eamon Lonergan A/DOS
Brian Beck SP
Sonja Reidy SEP Dev Mgt and Enf
Ann Marie Devaney Executive Planner Dev Mgt & Enf. Templemore /Thurles Area
Marie Ryan Executive Planner Dev Mgt and Enf. Nenagh Area
Nevan Phelan Senior Executive Technician Technical DM ENF
Margaret O'Sullivan Executive Technician Technical DM etc
Stephen Ryan A/Executive Tech DM/ENF
Vacant SEE TIC/UFHE/Bonds
Brian Clancy AO
Annette Daly SSO Enf/DC
James Hayes SO Dev Mgt & Forward Planning
Kathleen Clifford ASO Dev Mgt
Michelle O'Dwyer
Siobhan Collins
Marcella Raleigh
CO (3)
Willie Morgan A/ASO Forward Planning
Phil Devaney CO
Lorraine Kelly SO UHDs, Bonds, TIC & Dev Cont.
Siobhan Carroll ASO UHDs, Bonds & TIC
Elaine Kenneally ASO Enf
Ann-Marie O'Flaherty
Sally Dooly
CO's
DC Margaret Fahey
Noreen Fahy
Jacqueline Coffey
Co's
Fergal Condon S.O
Kathryn Lonergan ASO As above
Mark Breen
Colm O'Keeffe
Margaret Drohan
CO
Caroline Conway SEP Dev Mgt and Enf
Jonathan Flood Executive Planner Dev Mgt and Enf. Clonmel Area
Carnel Daly, AP
Carol Fox Assistant Planner Dev Mgt and Enf. Tipperary Area
Tony O'Mara A/Senior Executive Technician Technical DM ENF
Darren O'Dwyer Tech. Gr 1 Technical DM Enf
Nuala O'Connell SEP Forward Planning
Fergal O'Donnell Executive Planner
Sadbh Hanley Asst Planner Forward Planning
Patricia Butler ASO
Marion Carey Assistant Planner
Clare Lee Executive Planner
Alun Williams Executive Planner Health and Safety
Teresa Kley, AO E-Planning

Appendix A

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Target Performance Indicators 2015
Planning / Building Control	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	• Adopt and implement quality development plans consistent with regional and national policies • Implement Ministerial policy direction on enforcement • Monitor compliance of conditions associated with grants of planning permission	• % of planning enforcement cases closed (against the number of cases that were investigated) • % of applications where the decision was confirmed (with or without variation) by An Bord Pleanala • Buildings inspected as a percentage of new buildings notified to the local authority • Cost of the Planning Service per capita	***19%*** **72%** **12%** **21.25**

Service 5: Environment & Climate Action

Service Introduction

The Environment & Climate Action Section's is responsible for the following functions Environment Protection, Burial Grounds,Landfills, Waste Management & Enforcement, Community Services, Environment Awareness, Energy & Climate Change. The services and projects are delivered through a number of agreed work programmes

Programme	Objectives
Environment Protection	To protect air quality and human health from harmful emissions To maintain water quality through the catchment management and implementing enforcement measures. Deliver the WFD monitoring programme.
Waste Management & Enforcement	Implement measures to reduce levels of litter and illegal dumping. Engage with the Southern Waste Enforcement Lead Authority in the delivery of waste enforcement initiatives. Provide a range of well run facilities for waste recycling, recovery and disposal
Infrastructure & Maintenance	Progress the restoration of the closed historic landfill sites Provide adequate burial ground facilities. Engage with the MD's and property owners to reduce the number of derelict sites.
Community Services	Investigate and resolve complaints efficiently. Manage the delivery of services in accordance with legislation for the control of dogs/horses and food safety regulations.
Environment Awareness	Engage with community groups to sustain and keep our environment green. Provide supports to community groups engaging in waste recycling initiatives and environmental enhancement projects.
Energy & Climate Change	Progress Climate change initiatives through the various strategies. Deliver projects to improve energy efficiency under the Energy Action Plan Support projects under the Sustainable Energy Action Plan

Key priorities for 2020

- Develop an Environmental Water Quality plan
- Progress the Burial Ground Capital Programme & Bye Laws.
- Continue the rehabilitation and restoration of the historic landfill sites
- Work with the IT Section in the development of an Environment management system.
- Co-ordinate the implementation of the Climate Adaptation Strategy.
- Manage the Waste regulations and enforcement programme

Financial Resources

The 2020 budget for Environment services as adopted in December 2019 is as follows:

Service Area	Budget 2020	Comment
Landfill Operation and Aftercare	€1,965,231	Included in this allocation are the aftercare costs of the historic landfill sites.
Recovery & Recycling Facilities Operations	€1,770,112	This expenditure covers costs of the recycling centres and the bring banks.
Provision of Waste Collection Services	€13,078	This allocation covers the cost of the waste collection service for the community bins.
Litter Management	€1,405,251	Expenditure for litter management includes costs for the removal and disposal of illegal dumping material and litter control.
Waste Regulations, Monitoring and Enforcement	€549,229	This expenditure covers the cost of the Enforcement unit, responsible for the enforcement of the Waste Management Regulations.
Waste Management Planning	€324,035	This cost relates to the council's contribution to the implementation of the Southern Regional Waste Plan.
Maintenance of Burial Grounds	€1,657,059	This allocation includes contributions made to burial ground committees, maintenance works and caretaker costs for the larger burial grounds.
Safety of Structures and Places/Derelict Sites	€579,753	This cost relates to the administration costs of overseeing dangerous structures and derelict sites.
Water Quality, Air and Noise Pollution	€576,979	This service area funds the monitoring of the water quality, the enforcement costs for air/noise, water pollution and the implementation of the water catchment management plans.

Personnel resources

The Environment & Climate Action Section is managed by the Director of Services Human Resources, Corporate Services, Environment & Climate Action

The section currently has the following staff complement:

Grade	Number	Comment
Senior Executive Officer	1	
Administrative Officer	1	
Administrative	10	
Technical	17	
Vets	1	
Enforcement Staff	5	
Dog Wardens	1	
Outdoor Staff	16	

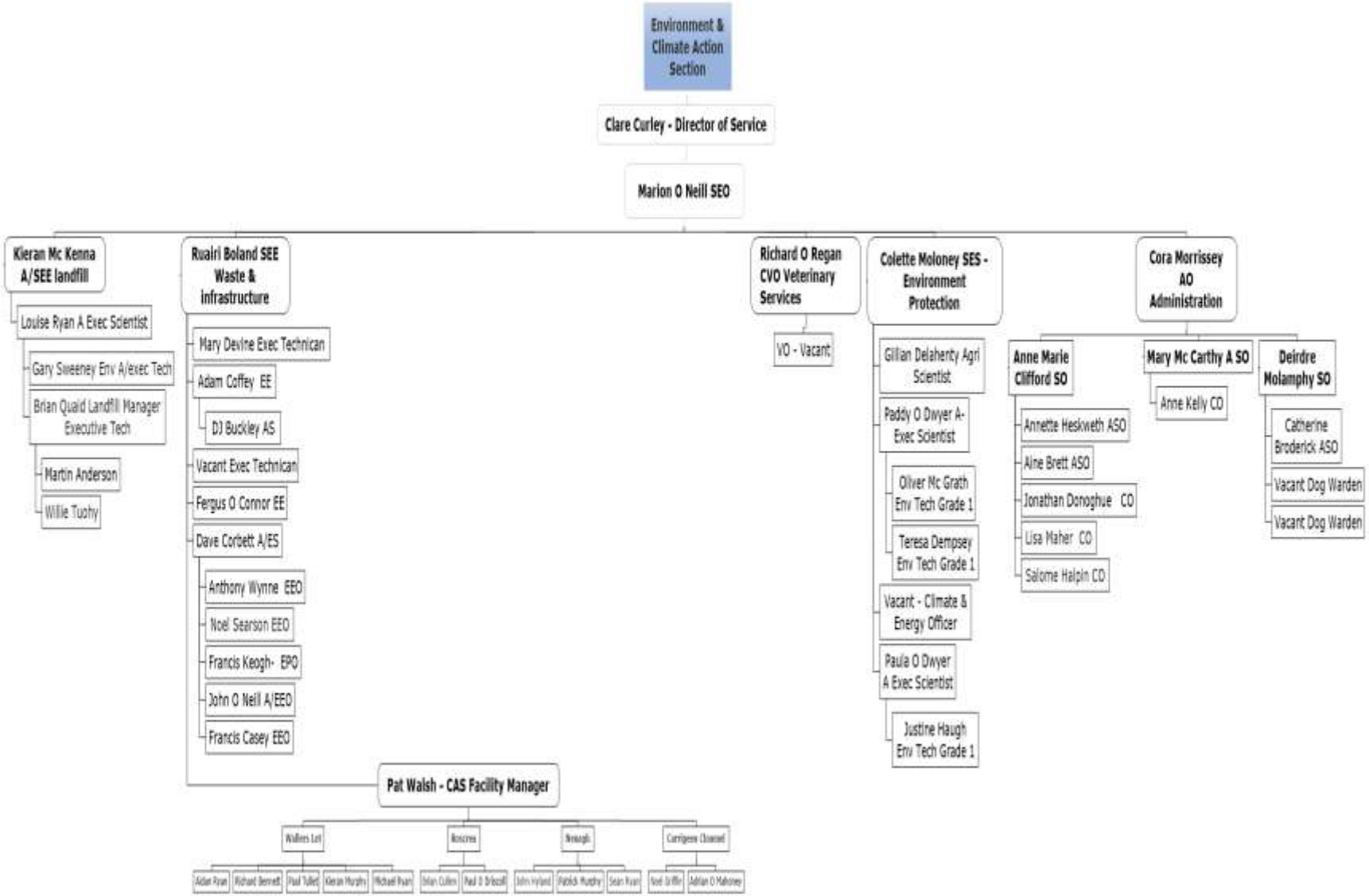
Primary Service Delivery Objectives

Service Area	2020 Objectives/Targets
Environment Protection	Develop an Environmental Water Quality Plan. Address issues identified arising from river catchments inspections. Water Protection Inspections = 1162 Air Pollution Inspections = 45
Waste Enforcement & Management	Address significant Illegal waste activity Waste Inspections = 650
Infrastructure & Maintenance	Upgrade the Nenagh Civic Amenity Site Progress the burial ground capital programme Restoration of landfill site at Ballaghveny
Community Services & Public Awareness	Increase environmental awareness relating through greater community engagement.

Key Performance Indicators (KPIs)

The environmental KPIs set by the National Oversight and Audit Committee (NOAC) for 2020 are as follows. The Environment & Climate Action section will seek to maintain – and where possible improve on the 2019 performance level.

Functional Area	Measurement Methodology	**Target Performance Indicators 2020**
EI –No & /% of Households with access to a 3 Bin Service	A The number of households, based on the 2016 Census, who are situated in an area covered by a licensed operator providing a 3 bin service at the end of 31/12/2019 B. The % of households within the LA area (also as per the 2016 Census) that the number at A above represents	Increase the % percentage of households with access to a 3 Bin Service
E2- % of Environment pollution complaints closed	The total no. of pollution cases in respect of which a complaint was made during 2019, the number of pollution cases closed from 1/1/2019 to 31/12/19 and the total no of cases on hand at 31/12/19	A1. Total number of pollution cases in respect of which a complaint was made during 2019: 1372 A2. Number of pollution cases closed from 1/1/2019 to 31/12/2019: 1552 A3. Total number of cases on hands at 31/12/2019: 66
E3 - % of LA within 5 levels of litter pollution	The % of the area within the LA that when surveyed in 2019 was 1) unpolluted or litter free, 2) slightly polluted, 3) moderately polluted, 4) significantly polluted, or 5) grossly polluted	Improve on the 2019 county wide average percentage per level.
E4- % of schools that have been awarded green flag status (E4).		


Environment & Climate Action Section
Clare Curley - Director of Service
Marion O Neill SEO
Kieran Mc Kenna A/SEE landfill
Louise Ryan A Exec Scientist
Gary Sweeney Env A/exec Tech
Brian Quaid Landfill Manager Executive Tech
Martin Anderson
Willie Tuohy
Ruairi Boland SEE Waste & Infrastructure
Mary Devine Exec Technican
Adam Coffey EE
DJ Buckley AS
Vacant Exec Technican
Fergus O Connor EE
Dave Corbett A/ES
Anthony Wynne EEO
Noel Searson EEO
Francis Keogh- EPO
John O Neill A/EEO
Francis Casey EEO
Pat Walsh - CAS Facility Manager
Richard O Regan CVO Veterinary Services
VO - Vacant
Colette Moloney SES - Environment Protection
Gillian Delahenty Agri Scientist
Paddy O Dwyer A-Exec Scientist
Oliver Mc Grath Env Tech Grade 1
Teresa Dempsey Env Tech Grade 1
Vacant - Climate & Energy Officer
Paula O Dwyer A Exec Scientist
Justine Haugh Env Tech Grade 1
Cora Morrissey AO Administration
Anne Marie Clifford SO
Annette Heskweth ASO
Aine Brett ASO
Jonathan Donoghue CO
Lisa Maher CO
Salome Halpin CO
Mary Mc Carthy A SO
Anne Kelly CO
Deirdre Molamphy SO
Catherine Broderick ASO
Vacant Dog Warden
Vacant Dog Warden

Service 6: Fire & Emergency Services

Service Introduction

Tipperary County Council is the Fire Authority & Building Control Authority for the total County of Tipperary operating generally under the Fire Services Acts, 1981 & 2003 and The Building Control Act 1990.

This involves the maintenance of a properly resourced and trained fire brigade service to provide for the protection and rescue of persons and property from injury by fire and responding to other calls for assistance of the fire brigade. It also involves work in the fire safety area including fire prevention, fire protection, fire engineering, building control and community fire safety.

Key priorities for 2020

Within the above responsibilities, the priorities for the current year include retention of the ISO 9001:2015 Quality Management Standard and the ISO 45001: 2018 Health and Safety Standard for the entire service, commence construction of a new Fire Station in Cashel, continued implementation of a Community Fire Safety Strategy for the period 2015-2020, and the roll out of a business continuity plan for the entire Local Authority. Fire Safety activity will focus on the pre-school sector with two seminar hosted by this Authority planned for the Summer.

Financial resources

The budget for Fire services as adopted in November 2019 is as follows:

Service Area	Budget 2020	Comment
Operation of Fire Service	€7,273,389	This budget includes the costs for providing the Fire Brigade service, training costs, equipment purchase and maintenance etc.
Fire Prevention	€374,130	This budget includes for all the activities undertaken in the fire safety and fire prevention area.
Building Control	€114,860	This budget includes for all the activities undertaken in the building control area.

Personnel resources

The Fire Authority in Tipperary County Council forms part of the Emergency Services, Libraries and Cultural Services Directorate under the direction of the Director of Services. The Director of Services and the Chief Fire Officer are the designated officers for the executive functions under the Fire Services Acts 1981 & 2003 and the Building Control Act 1990.

The Fire Services are organised under the Chief Fire Officer who is a professional technically qualified officer. The Chief Fire Officer has primary responsibility for the delivery of Fire Services. The section currently has the following staff complement:

Grade	Number	Comment
Senior Assistant Chief Fire Officer	4	
Assistant Chief Fire Officer	4	
Assistant Fire Officer	1	
Staff Officer	1	
Clerical Officer	5	
Station Officer	12	
Sub-Station Officer	24	
Fire-fighter	93	
Brigade Mechanic	2	
General Operative	1	

The section is organised according to the staff structure shown in Figure 6 below.

Primary service delivery objectives

Service Area	2020 Objectives/Targets
Fire Service Operations	• Respond to all emergency calls for assistance • Deliver 2020 annual training programme • Update Fleet to include new water tanker, Emergency Tender and Control Vehicle • Commence construction of new fire station in Cashel • Upgrade windows and heating infrastructure to Nenagh Fire Station
Fire Prevention	• Undertake a total of 150 Inspections • Deliver Fire Safety seminar to Secondary School Sector in Tipperary. • Deliver Primary Schools Programme to every 3rd Class in Tipperary. • Continue development of the web page, facebook and twitter accounts. • Complete Pre fire plans of Residential Care Premises • Deliver Community Fire Safety Presentation to Elected Members • Host two fire safety seminars for the pre-school sector in Tipperary.
Building Control	• Deliver further training in Building Regulations to all those in Tipperary County Council involved in Building Control Inspections. • Meet Department targets in relation to

	number of Building Control Inspections (minimum of 12.5% of new buildings covered by a commencement notice) • In addition to meeting Department target aim to inspect at least 25% of all new build domestic dwellings.

Assumptions and Key performance indicators (KPIs)

The above level of service delivery is dependent on the availability of funds as per the adopted budget and the retention of the current staff resources throughout the year. Other assumptions include the continued availability of some planning staff to assist in the building control inspection process.

The Fire Service KPIs for 2019 are as follows. The Fire Services section will seek to maintain – and where possible improve on – the 2019 performance level.

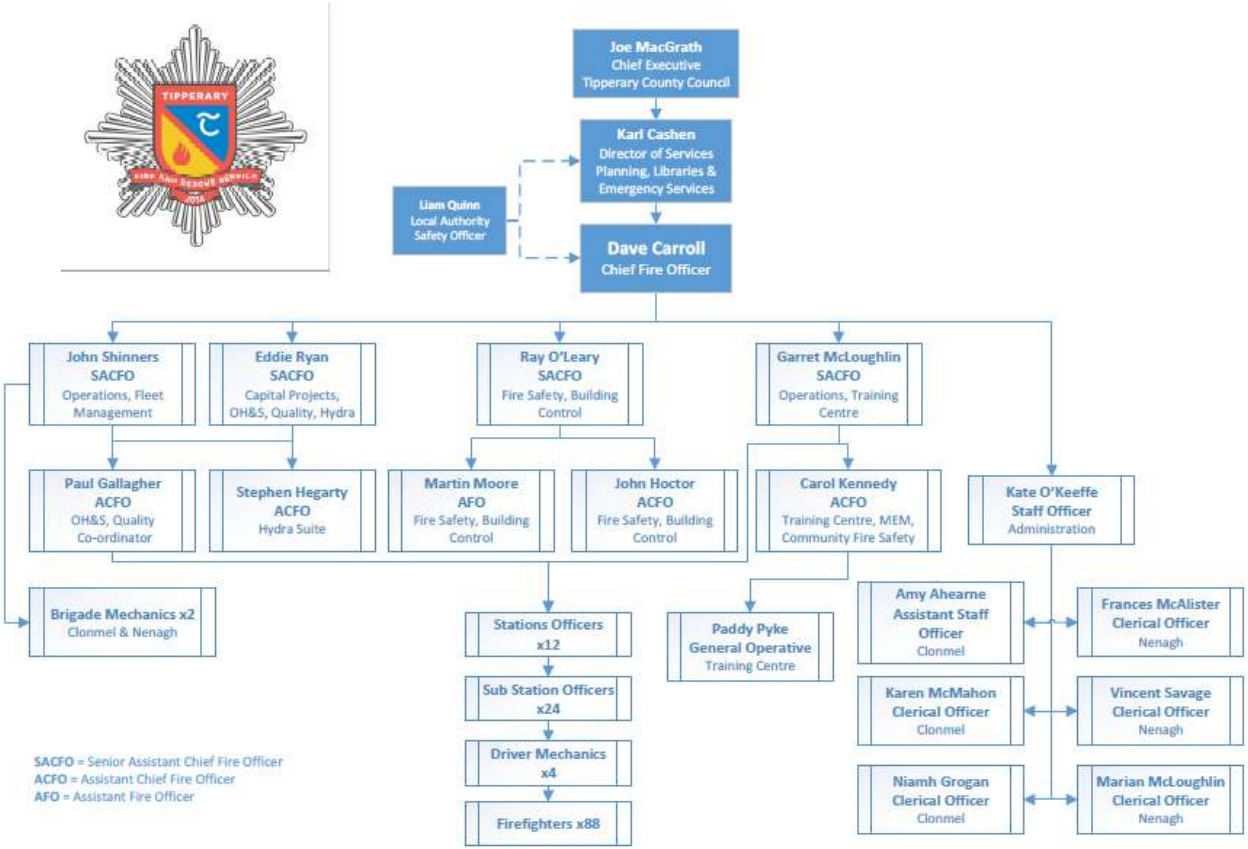
Functional Area	Measurement Methodology	**Target Performance Indicators 2020 (2019 Results)**
Fire Services	**F1 Cost per Capita of the Fire Service** This is calculated using the **Annual Financial Statement (AFS)** Programme E data divided by the population of Tipperary per the 2016 Census.	Not available yet
	F2 Service Mobilisation	
	A. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of fire.	N/A
	B. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained Fire Service) in respect of fire.	5m 36s
	C. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of all other emergency incidents.	N/A
	D. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained Fire Service) in respect of all other emergency incidents.	5m 39s
	F3 Percentage of Attendance at Scenes	

	A. % of cases in respect of fire where first attendance is at the scene within 10 minutes. B. % of cases in respect of fire in which first attendance is at the scene after 10 minutes but within 20 minutes. C. % of cases in respect of fire in which first attendance is at the scene after 20 minutes. D. % of cases in respect of all other emergency incidents in which first attendance is at the scene within 10 minutes. E. % of cases in respect of all other emergency incidents in which first attendance is at the scene after 10 minutes but within 20 minutes. F. % of cases in respect of all other emergency incidents in which first attendance is at the scene after 20 minutes.	45% 40% 15% 30% 52% 18%
Building Control	P1 % of New Builds Inspected	15%

Section 85 commitments

The Fire Services Section has a number of Section 85 agreements in place with neighbouring local authorities for the provision of a fire brigade response across county boundaries.

Figure 6: Organisation Chart – Fire Services Section



Service 7: Community & Economic Development

Service Introduction

The key objectives of the Community & Economic Development Department are: -

- Facilitate Economic (including Tourism) and Enterprise Development in Tipperary through appropriate economic policies, actions and enterprise supports;
- Support the Tipperary Local Community Development Committee;
- Support the Public Participation Network in County Tipperary;
- Support Social Inclusion and Community Development actions in the county in relation to agreed identified areas;
- Support age-friendly action and healthy Ireland Plan
- Develop Sport and increase lifelong physical activity in Tipperary.

Key priorities for 2020

LCDC

- Continue to roll out, manage and conclude the Rural Development Programme (LEADER) 2014-2020, and commence review and preparation of the new Programme in accordance with guidelines
- Continue to roll out, manage and oversee the SICAP Programme
- Commence and complete review of the Local Economic and Community Plan in line with Department Guidelines
- Actively seek and optimise funding for initiatives that will increase Economic Activity and Communities to deliver upon the LECP and Corporate Plan.
- Implement the Comhairle Na nÓg work plan for 2020
- Participation in the Pride of Place competition
- Implement and review Tipperary Age Friendly Strategy 2018-2020
- Implement and review Healthy Tipperary Strategy 2018-2020
- Implement the Children and Young People Plan 2018-2020
- Complete setup of all county Disability network and promotion of same
- Roll out the implementation of and review of the Playground Policy in a phased manner
- Continue to implement actions under the Roscrea, Littleton CAP Plan
- Continue to develop the networks and action to enhance resilience of the communities in the RAPID and CAP's.
- Continue to manage funding streams approved under Healthy Ireland; Men's Shed; CLÁR; Outdoor Recreation Infrastructure Scheme; Community Enhancement Programme; and Town & Village Renewal;
- Develop a Migrant Integration Strategy

Sports

- Deliver Tipperary Sports Partnership Strategic Plan though five strategic objectives:
    - Participation for both the general population and those experiencing social exclusion.
    - Sustainable Infrastructure
    - Training and Education
    - Information and Communications
    - Structures and Administration
- Implement the annual sports activity programme in the County
    - Continue to support the development of the Suir Blueway Tipperary
    - Further develop the Community Sports Hub and Urban Adventure projects in Clonmel & explore the opportunity to develop a new Sport Hub in Tipperary Town.
    - Implement a Volunteer Support Programme to support the development of sports clubs in Tipperary
    - Implement a comprehensive programme of activity for women to support the #20x20 campaign
    - Continue to facilitate and support to implementation of programmes to support active participation in physical activity in Tipperary
    - Continue to develop and implement the social inclusion and disability sports programme
    - Continue to roll out the FAI soccer development activity in the county

Enterprise, Economic & Tourism Section:

- Deliver on the activities and metrics set out the Local Enterprise Development Plan 2017-2020.
- To put specific focus and secure additional resources to address the County's 2 Unemployment Black Spots i.e.; Tipperary Town and Carrick on Suir.
- Examine the progression pathway to Enterprise Ireland for new and existing clients and put in place measures to accelerate the process. 3 Firms have progressed the Enterprise Ireland ladder of supports in the current year.
- Provide quality business focused training, management development and soft supports to meet the needs of new and emerging enterprises including the provision of information, seminars and mentoring to address the potential impact of Brexit.
- Deliver on the activities and metrics set out the Local Enterprise Development Plan 2017-2020.
- To put specific focus and secure additional resources to address the County's 2 Unemployment Black Spots i.e.; Task force for Tipperary Town and enterprise hub for Carrick on Suir.
- Examine the progression pathway to Enterprise Ireland for new and existing clients and put in place measures to accelerate the process. 3 Firms have progressed the Enterprise Ireland ladder of supports in the current year.

- Provide quality business focused training, management development and soft supports to meet the needs of new and emerging enterprises including the provision of information, seminars and mentoring to address the potential impact of Brexit.
- Build enterprise capability and connections across the Regions and promote existing networks to take advantage of EEN (Enterprise Europe Network) to access supports to assist microenterprise in the South East & Mid West regions to enter new markets.
- Support the Implementation of the Regional Enterprise Plans for Jobs in the South & East and Mid West contributing to achieving job creation and specialization targets.
- Build enterprise capability and connections across the Regions and promote existing networks to take advantage of EEN (Enterprise Europe Network) to access supports to assist microenterprise in the South East & Mid West regions to enter new markets.
- Support the Implementation of the Regional Enterprise Plans for Jobs in the South & East and Mid West contributing to achieving job creation and specialization targets.
- Continued delivery of the Strategic Tourism Marketing, Experience and Destination Development Plan for Tipperary including the recommendations of the interim review.
- Development of a Tourism Product Development Plan for Tipperary.
- Actively seek and apply for funding for tourism development from all relevant agencies and schemes, including Fáilte Ireland and LEADER in 2020.
- Implementation of the Developed and Emerging Destination Towns Capital Investment Programme 2019 in Cashel and Nenagh (subject to funding announcement)
- Further work to secure Platforms for Growth funding for Cashel and Nenagh projects (subject to invitation to next stage in the funding application process).
- Seek ways to progress the Clonmel Flights of Discovery Tourism Development Plan
- To further develop, market and promote The Butler Trail.
- To further develop, market and promote Suir Blueway Tipperary and Lough Derg Blueway.
- To work with Fáilte Ireland on the delivery of Irelands Ancient East and Irelands Hidden Heartlands experience brands to ensure that Tipperary reaps all possible benefits from their development and roll out.
- Support Tipperary Tourism Company in the promotion and marketing of Destination Tipperary.
- To regularly engage with and build capacity in the tourism sector.
- Lead and support the Lough Derg Marketing Group in developing and promoting the Lough Derg region and support the implementation of the new tourism strategy for Lough Derg.
- Lead and support the board of Munster Vales and the tourism sector in the Munster Vales region to further develop the value proposition through the development of a strategic plan and to promote and market the destination.

Strategic Projects Unit (SPU)

The Unit's key functions in 2020 will be to:

- Project manage the implementation of the 4 ongoing EU co-funded projects in which TCC is a partner and any future EU part-funded projects secured by TCC;
- Source and identify Calls for Proposals of relevance to TCC and co-ordinate preparation & submission of project bids for EU & Exchequer funding;
- Liaise with sections of TCC to identify areas suitable for inclusion in Calls for Proposals;
- Work on behalf of TCC to develop and pursue project applications in collaboration with relevant external agencies, e.g. TEA, I.T.'s, Teagasc, LEOs, Fáilte Ireland, Chambers, etc;

The EU part-funded projects, whose implementation, will continue during 2020 are:

SWARE (Sustainable heritage management of Waterway Regions);

SUPER (Supporting eco-innovations towards international markets);

RURAL SMEs (Policies to develop entrepreneurship and the creation & internationalisation of innovative SMEs in rural areas);

CATALYST (capitalise on applied R&D expertise amongst project partners in areas of product & service design, communications technology and materials development); targeting the sectors of Food & Drink and Life Sciences).

Financial resources

The budget for Community & Economic Development Section for 2020 as adopted in December 2019 is as follows:

Service Area	Budget 2020	Comment
Enterprise, Economic & Tourism Function (D06)	€2,695,051	This budget relates to activity connected with the LCDC/LECP, SICAP implementation, RAPID/CAP Plans, PPN support, Comhairle na nÓg, etc and also covers salary and apportioned costs relating to this service area.
Community Sport & Recreational Development (F04)	€696,016	This budget is to support community activity in the area of sports through relevant programmes and activities. Community Sports & Recreational Development Supports costs cover salary and apportioned costs relating to this service area.
Economic Development & Promotion (D09)	€3,800,049	Economic Development and Promotion support costs includes contributions and salary and apportioned costs relating to the Economic Development &

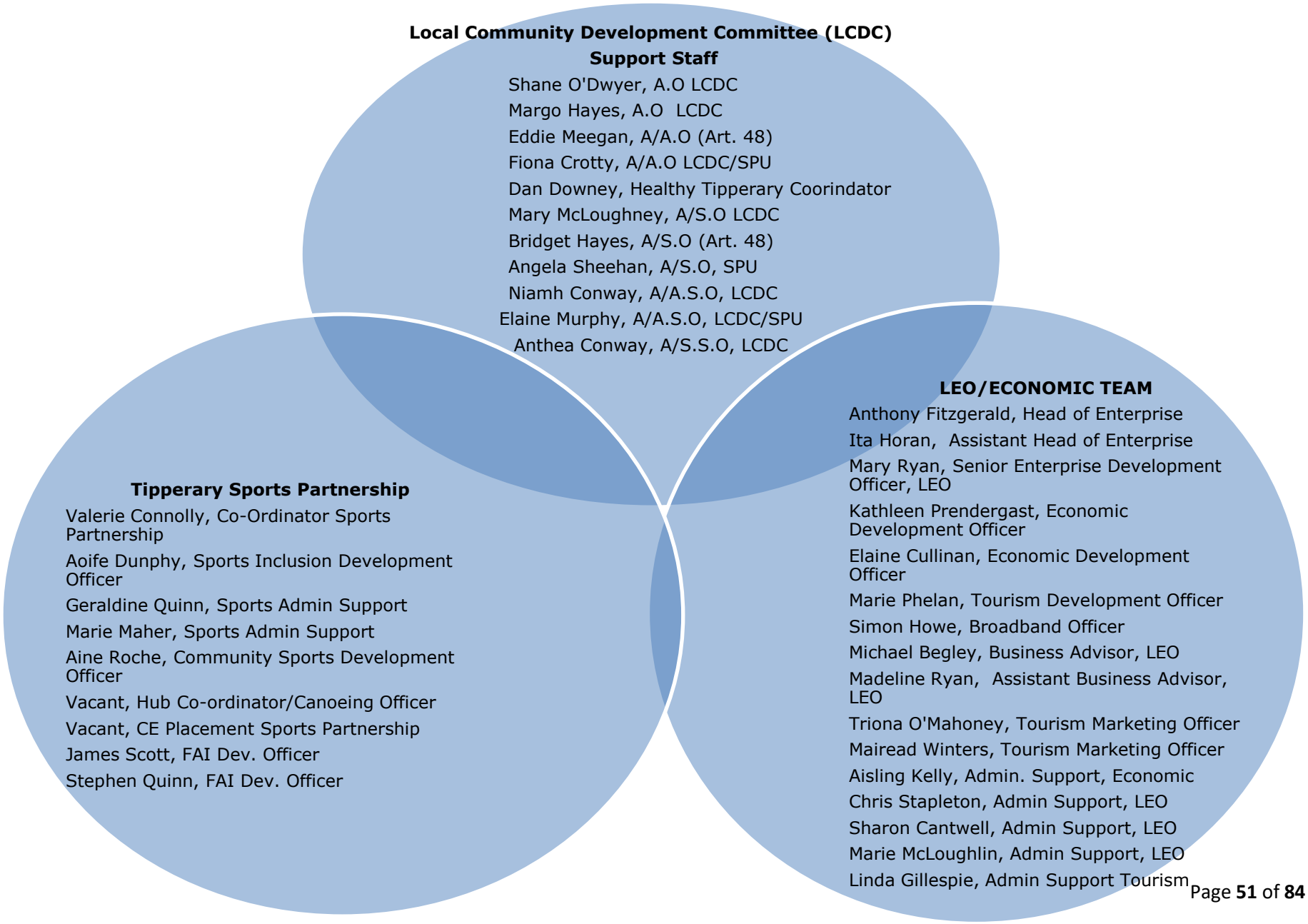
		Promotion Service area.
Tourism Development & Promotion (D05)	€542,433	This budget is to support Tourism Promotion, tourism facilities operations. Tourism Development and Promotion Support Costs – (includes salary and apportioned costs relating to this service/area)

The personnel resources of the Section and the manner of the staff structure are shown in the following table and figure.

Personnel Resources

The Community & Economic Development Section is managed by a Director of Services who also has additional responsibility for oversight of the Tipperary Cahir Cashel Municipal District. The Section currently (February 2020) has the following staffing complement:

Grade	**Number**	**Comment**
Head of Enterprise	1	
Administrative Officer	11	3 Economic 1 vacant 2 LEO 1 Sports Partnership 1 Tourism Development 3 LCDC 1 LCDC/Strategic Projects Unit (SPU)
Executive Engineer equivalent	1	1 Broadband Officer
Senior Staff Officer	2	1 LEO 1 LCDC
Staff Officer	6	1 LEO 1 Tourism Marketing 1 SPU 2 LCDC 1 Sports
Assistant Staff Officer	7	1 LEO 1 Economic 2 Sports Partnership 2 LCDC 1 LCDC/SPU
Clerical Officer	3	2 LEO 1 Tourism
Other	5	1 Sports part-time admin (vacant) 1 Hub Co-ordinator / Canoeing Officer (vacant) 1 Community Sports Development Officer 2 FAI Development Officer
Total	**36**	


Local Community Development Committee (LCDC)
Support Staff
Shane O'Dwyer, A.O LCDC
Margo Hayes, A.O LCDC
Eddie Meegan, A/A.O (Art. 48)
Fiona Crotty, A/A.O LCDC/SPU
Dan Downey, Healthy Tipperary Coorindator
Mary McLoughney, A/S.O LCDC
Bridget Hayes, A/S.O (Art. 48)
Angela Sheehan, A/S.O, SPU
Niamh Conway, A/A.S.O, LCDC
Elaine Murphy, A/A.S.O, LCDC/SPU
Anthea Conway, A/S.S.O, LCDC
Tipperary Sports Partnership
Valerie Connolly, Co-Ordinator Sports Partnership
Aoife Dunphy, Sports Inclusion Development Officer
Geraldine Quinn, Sports Admin Support
Marie Maher, Sports Admin Support
Aine Roche, Community Sports Development Officer
Vacant, Hub Co-ordinator/Canoeing Officer
Vacant, CE Placement Sports Partnership
James Scott, FAI Dev. Officer
Stephen Quinn, FAI Dev. Officer
LEO/ECONOMIC TEAM
Anthony Fitzgerald, Head of Enterprise
Ita Horan, Assistant Head of Enterprise
Mary Ryan, Senior Enterprise Development Officer, LEO
Kathleen Prendergast, Economic Development Officer
Elaine Cullinan, Economic Development Officer
Marie Phelan, Tourism Development Officer
Simon Howe, Broadband Officer
Michael Begley, Business Advisor, LEO
Madeline Ryan, Assistant Business Advisor, LEO
Triona O'Mahoney, Tourism Marketing Officer
Mairead Winters, Tourism Marketing Officer
Aisling Kelly, Admin. Support, Economic
Chris Stapleton, Admin Support, LEO
Sharon Cantwell, Admin Support, LEO
Marie McLoughlin, Admin Support, LEO
Linda Gillespie, Admin Support Tourism

Assumptions and Key performance indicators (KPIs)

The priorities identified above are dependent on the availability of funds as per the adopted budget and the retention of the current staff resources throughout the year. Other assumptions include positive and proactive engagement by the key stakeholders (including communities) and a commitment by Government to follow through with their reforms in the context of the local development sector. Significant risks include the potential a breakdown in relationships due to the level of structural change on-going in the local development sector and the level of robustness and resilience of the local and global economic recovery.

The C&E KPIs set by the National Oversight and Audit Committee (NOAC) are as follows.

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Target Performance Indicators 2020
Economic Development	• To promote entrepreneurship, foster business start-ups and develop existing micro & small businesses • To drive job creation and to provide accessible high quality supports for new business ideas • To Promote Tourism Development and market Tipperary as a tourism destination.	• Use a range of measures and supports working in collaboration with other public and/or private organisations that support enterprise development through the use of the Local Economic and Community (LECP)	• Economic Impact - Number of jobs created • (a) Financial Activity – Trading Online Voucher Applications • (b) Training – Number of Mentoring Recipients • Implement Tipperary Tourism Strategic Plan, Lough Derg Roadmap and Munster Vales Action Plan • Designated Tourism Officer	130 30 400 Yes Yes

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Target Performance Indicators 2020
	• To reduce poverty, promote social inclusion and equality through local, regional and national engagement and collaboration	• Action Plan for Jobs / Pathways to Work / Gateway Initiative • Putting People First • Report on Citizen Engagement • To support and resource disadvantaged communities and marginalised target groups to engage with relevant local and national stakeholders in identifying and addressing social exclusion and equality issues • To move long term unemployed closer to the labour market and improve work readiness, and support them in accessing employment and self-employment and creating social enterprise opportunities.	• Participation in Comhairle na nOg Scheme • Groups associated with the Public Participation Network (PPN)	100% 1013

Service 8: Libraries and Cultural Services

Service Introduction

Library Service

Tipperary County Council Library Service offers a welcoming democratic space which is a cornerstone of family, cultural, and civic life. The Library Service has an essential role in the community as a trusted resource preserving the values of the past and enriching the quality of life for all.

The library service aims to foster a culture of reading, literacy and lifelong learning in Tipperary by providing a range of services to schools, families and community groups, and promote the library as a place of culture and knowledge.

The service is responsible for the collection development, preservation and accessibility of all records of historic interest for County Tipperary. The library service develops and promotes access for all citizens to online and digital information resources, including broadband internet PCs, Wi-Fi, online resources and free access to e-government/local authority information and services.

The service operates a network of twelve libraries throughout the county at Thurles; Nenagh; Roscrea; Templemore; Borrisokane; Cloughjordan; Clonmel; Carrick-on-Suir; Tipperary; Cashel; Cahir and Killenaule.

Arts Service

The key objective of The Arts Service is to improve the artistic life of our communities in County Tipperary. We work towards the continuing development of the arts in the county in partnership with a range of stakeholders including our funding partners The Arts Council. Our work is guided by the Tipperary Arts Strategy 2017-2021 across six strategic priorities:

- Creative Communities- Public Participation
- Creative Practitioners- The Artist
- Creative Solutions – Arts Partnerships & Collaboration
- Creative Supports – Arts Information & Advice
- Creative Infrastructure – Arts Venues & Festivals
- Creativity & The Public Realm – Public Art

Heritage Office

The role of the Heritage Office is to work with local communities and the local authority to:

- Promote awareness and appreciation of the Heritage of Tipperary
- Promote active conservation of the Heritage of Tipperary
- Support the gathering and dissemination of information on the Heritage of Tipperary

In addition to this the Heritage Office also delivers the Creative Ireland Programme for Tipperary in conjunction with Creative Ireland. It also delivers the Commemorations Programme for Tipperary in conjunction with Department of Culture, Heritage and the Gaeltacht.

Museum Service
Tipperary Museum of Hidden History is a state-of-the-art visitor experience in the centre of Clonmel, Co. Tipperary in the heart of Ireland's Ancient East. This new Museum brings Tipperary's rich hidden history vividly to life through characters, stories and one of the largest museum collections in Ireland.

Tipperary Museum allows visitors to experience the cultural richness and pride of the County. It works to ensure the museum is widely known and enjoyed by the community.

Tipperary County Museum is a designated Museum by the National Museum of Ireland, which allows it to retain archaeological items of local significance and to borrow items of national and international importance. The Museum is also fully accredited under the Heritage Council's Museum Standards Programme for Ireland (MSPI) which means it has attained specified standards across a range of issues from care of collections to education to visitor services.

Key priorities for 2020

Library Service

- To commence conversion of the Craft Granary in Cahir into a high quality public Library
- To progress the move of Templemore library to the Town Hall as part of the works funded under the *Rural Regeneration and Development Fund*
- To complete the roll out My Open Library to Tipperary Town Library
- To run high quality outreach community programmes such as Healthy Ireland at your Library and the Right to Read Programme in all Branch Libraries.
- To act as lead in promoting a culture of reading and literacy development in Tipperary under the national Right to Read campaign

Arts Service
The Arts Service will continue the delivery of all-county strategies in the following areas:

- Tipperary A Creative County- Tipperary Arts Strategy 2017-2021.
- Tipperary Festivals & Events Strategy 2018-2020.
- Working in partnership with the Tipperary ETB on the development phase of Music Generation Tipperary.

Heritage Service

- Implementation of the Heritage Strategy with actions on built heritage and biodiversity
- Co-ordination of the Creative Ireland Programme and the Commemorations Programme
- Raising awareness programme and collaboration with stakeholders to promote best practice

Museum Service

- Promote & market Tipperary Museum of Hidden History as a state-of-the-art visitor experience in Co. Tipperary.
- Celebrate Tipperary Museums 20th Anniversary located at Mick Delahunty Square, Clonmel.
- Develop innovative and accessible exhibitions & educational elements based on the Museum's collection and significant anniversaries.
- Assist and progress the Clonmel - Flights of Discovery Project initiative.

Financial resources

The budget for Cultural Services for 2020 is as follows:

Service Area	Budget 2020	Comment
Operation of Library Service	€ 4,573,603	This budget represents the costs of providing a county-wide library service of over 12 public libraries.
Operation of the Arts Service	€ 952,898	This budget covers costs associated with the administration of the Arts Programme. The budget also provides for significant support to the ongoing development of Arts and Culture in Tipperary. Budget support entails financial, residencies, artistic services enhancement and provision of infrastructure, community art and related work.
Operation of the Heritage Service	€180,000	This budget is to support Heritage Programme in the County.
Operation of the Museum Service	€385,000	This budget represents the costs of providing a Museum Service for the County

Personnel resources

The Cultural Service comes under the remit of the Emergency Services and Management/ Building Control, Library/Cultural Services and Shared Services Directorate under the direction of the Director of Services. The Cultural Services personnel resources are outlined as follows:

Grade	Number
County Librarian	1
Senior Executive Librarian	2
Arts Officer	1
Heritage Officer	1

Museum Curator	1
Executive Librarian	4
Assistant Librarian / Staff Officer	9
Senior Library Assistant / Assistant Staff Officer	10
Museum Education Officer	1
Museum Collection & Documentation Officer	1
Library Assistant/Clerical Officer	14
Part-Time Branch Librarian	8
Library Attendant	4
Driver Assistant	2

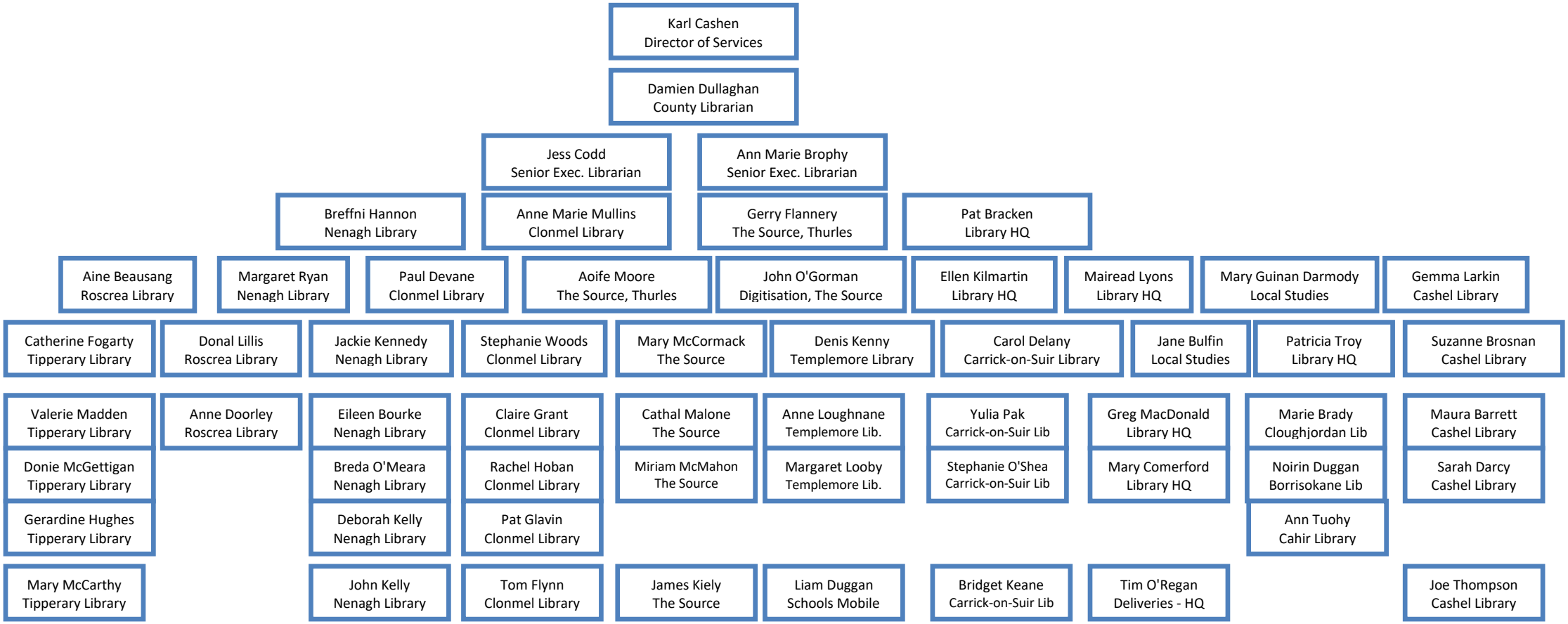
Primary service delivery objectives

Service Area	2020 Objectives/Targets
Library Service	To commence conversion of the Craft Granary in Cahir into a high quality public Library To progress the move of Templemore library to the Town Hall as part of the works funded under the *Rural Regeneration and Development Fund* To complete the roll out My Open Library to Tipperary Town Library To run high quality outreach community programmes such as Healthy Ireland at your Library and the Right to Read Programme in all Branch Libraries. To act as lead in promoting a culture of reading and literacy development in Tipperary under the national Right to Read campaign
Arts Service	Deliver the Tipperary Arts Strategy 2017-2021. Deliver the Tipperary Festivals & Events Strategy 2018-2020. Work in partnership with the Tipperary ETB on the development phase of Music Generation Tipperary.
Heritage Service	Implementation of the Heritage Strategy with actions on built heritage and biodiversity. Co-ordination of the Creative Ireland Programme and the Commemorations Programme. Raising awareness programme and collaboration with stakeholders to promote best practice.
Museum Service	Promote & market Tipperary Museum of Hidden History as a state-of-the-art visitor experience in Co. Tipperary. Celebrate Tipperary Museums 20th Anniversary located at Mick Delahunty Square, Clonmel. Develop innovative and accessible exhibitions & educational elements based on the Museum's collection and significant anniversaries. Assist and progress the Clonmel - Flights of Discovery Project initiative.

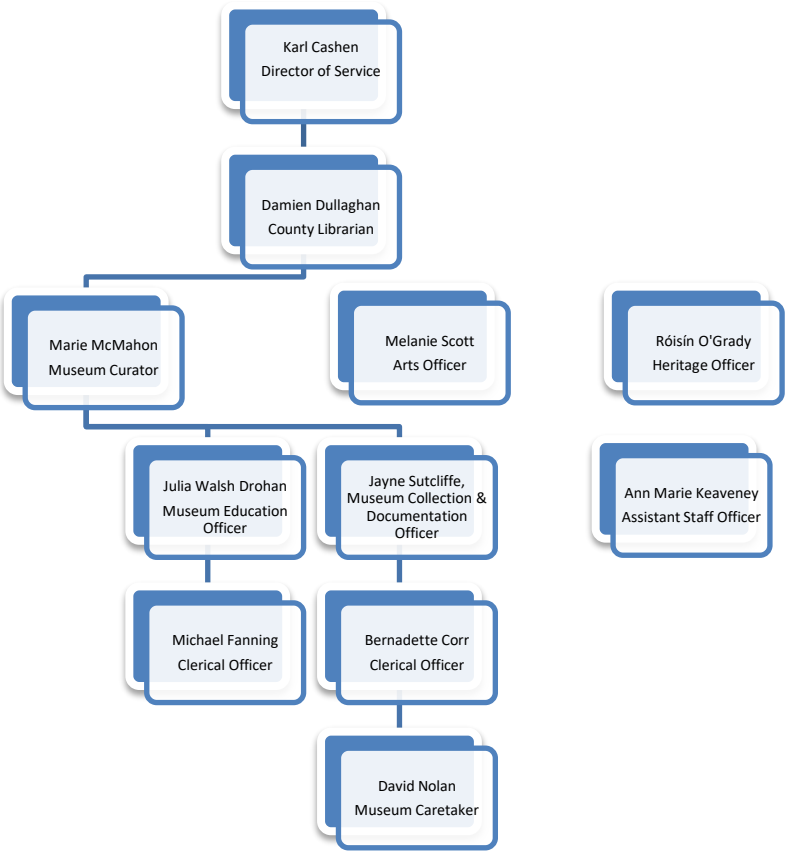
Assumptions and Key performance indicators (KPIs)

The above level of service delivery is dependent on the availability of funds as per the adopted budget and the retention of the current staff resources throughout the year.

Functional Area	Measurement Methodology	**Target Performance Indicators 2018**
Library Service	L1 A. Number of visits to libraries per head of population for the LA area per the 2016 Census.	3.09
	L1 B. Number of items issued to library borrowers in the year.	325,124
	L2 A. The Annual Financial Statement (AFS) Programme F data divided by the population of the LA area per the 2016 Census.	€27.45


Karl Cashen
Director of Services
Damien Dullaghan
County Librarian
Jess Codd
Senior Exec. Librarian
Ann Marie Brophy
Senior Exec. Librarian
Breffni Hannon
Nenagh Library
Anne Marie Mullins
Clonmel Library
Gerry Flannery
The Source, Thurles
Pat Bracken
Library HQ
Aine Beausang
Roscrea Library
Margaret Ryan
Nenagh Library
Paul Devane
Clonmel Library
Aoife Moore
The Source, Thurles
John O'Gorman
Digitisation, The Source
Ellen Kilmartin
Library HQ
Mairead Lyons
Library HQ
Mary Guinan Darmody
Local Studies
Gemma Larkin
Cashel Library
Catherine Fogarty
Tipperary Library
Donal Lillis
Roscrea Library
Jackie Kennedy
Nenagh Library
Stephanie Woods
Clonmel Library
Mary McCormack
The Source
Denis Kenny
Templemore Library
Carol Delany
Carrick-on-Suir Library
Jane Bulfin
Local Studies
Patricia Troy
Library HQ
Suzanne Brosnan
Cashel Library
Valerie Madden
Tipperary Library
Anne Doorley
Roscrea Library
Eileen Bourke
Nenagh Library
Claire Grant
Clonmel Library
Cathal Malone
The Source
Anne Loughnane
Templemore Lib.
Yulia Pak
Carrick-on-Suir Lib
Greg MacDonald
Library HQ
Marie Brady
Cloughjordan Lib
Maura Barrett
Cashel Library
Donie McGettigan
Tipperary Library
Breda O'Meara
Nenagh Library
Rachel Hoban
Clonmel Library
Miriam McMahon
The Source
Margaret Looby
Templemore Lib.
Stephanie O'Shea
Carrick-on-Suir Lib
Mary Comerford
Library HQ
Noirin Duggan
Borrisokane Lib
Sarah Darcy
Cashel Library
Gerardine Hughes
Tipperary Library
Deborah Kelly
Nenagh Library
Pat Glavin
Clonmel Library
Ann Tuohy
Cahir Library
Mary McCarthy
Tipperary Library
John Kelly
Nenagh Library
Tom Flynn
Clonmel Library
James Kiely
The Source
Liam Duggan
Schools Mobile
Bridget Keane
Carrick-on-Suir Lib
Tim O'Regan
Deliveries - HQ
Joe Thompson
Cashel Library

Organisational Chart – Cultural Services



Service 9: Motor Tax & Information Technology

Service Introduction

The Motor Tax Section has responsibility for dealing with motor tax applications at the counter and through the post for Tipperary County. This service is carried out from the motor tax offices in Nenagh and Clonmel. In addition the Municipal District in Carrick-on-Suir, Thurles and Tipperary facilitate the renewal of motor tax online.

Key priorities for 2020

Continue to improve the level of service to the citizen, and promote usage of the online motor tax service as an efficient means of taxing a vehicle.

Financial resources

The 2020 adopted budget for Motor Tax section is **€1,004,697**

Personnel resources

The Motor Tax section is managed by the Head of Finance who also has responsibility for Information Technology

Grade	Number	Comment
Management Accountant	1	Administrative Officer reports to Mgt Acc
Administrative Officer	1	
Senior Staff Officer	1	
Staff Officer	1.8	
Assistant Staff Officer	1.6	
Clerical Officer	12.8	

The section is organised according to the staff structure shown in Figure 5 below.

Primary service delivery objectives for 2020

Service Area	2020 Objectives/Targets
Motor Tax	Continue to improve the level of service to the citizen and foster a culture of citizen centred Department: • Respond to queries and correspondence from the public in a timely manner, incorporating the use of CRM with daily responses; • Maintain a courteous and positive approach in all dealings with the public. • Process Motor Tax Applications within 3 working days • Process Trade Plate Applications within 2 working days • Process Trailer Licences within 3 working days • Process changes of ownership (pre 1993) within 5 working days • Process Refunds within 30 working days

	• Process Garda Queries within 2 working days • Process Solicitors Queries within 3 working days • Process Traffic Fines within 10 working days. <u>Continue to promote usage of the on-line motor tax service as the most efficient means of taxing a vehicle:</u> • Increase on-line uptake. • Promote use of on-line service in all Municipal District Offices. • Distribute promotional leaflets for on-line service at public counters and through post. • Maximise use of telephone system and website to ensure that the public have full information on all services provided by the Motor Taxation Department

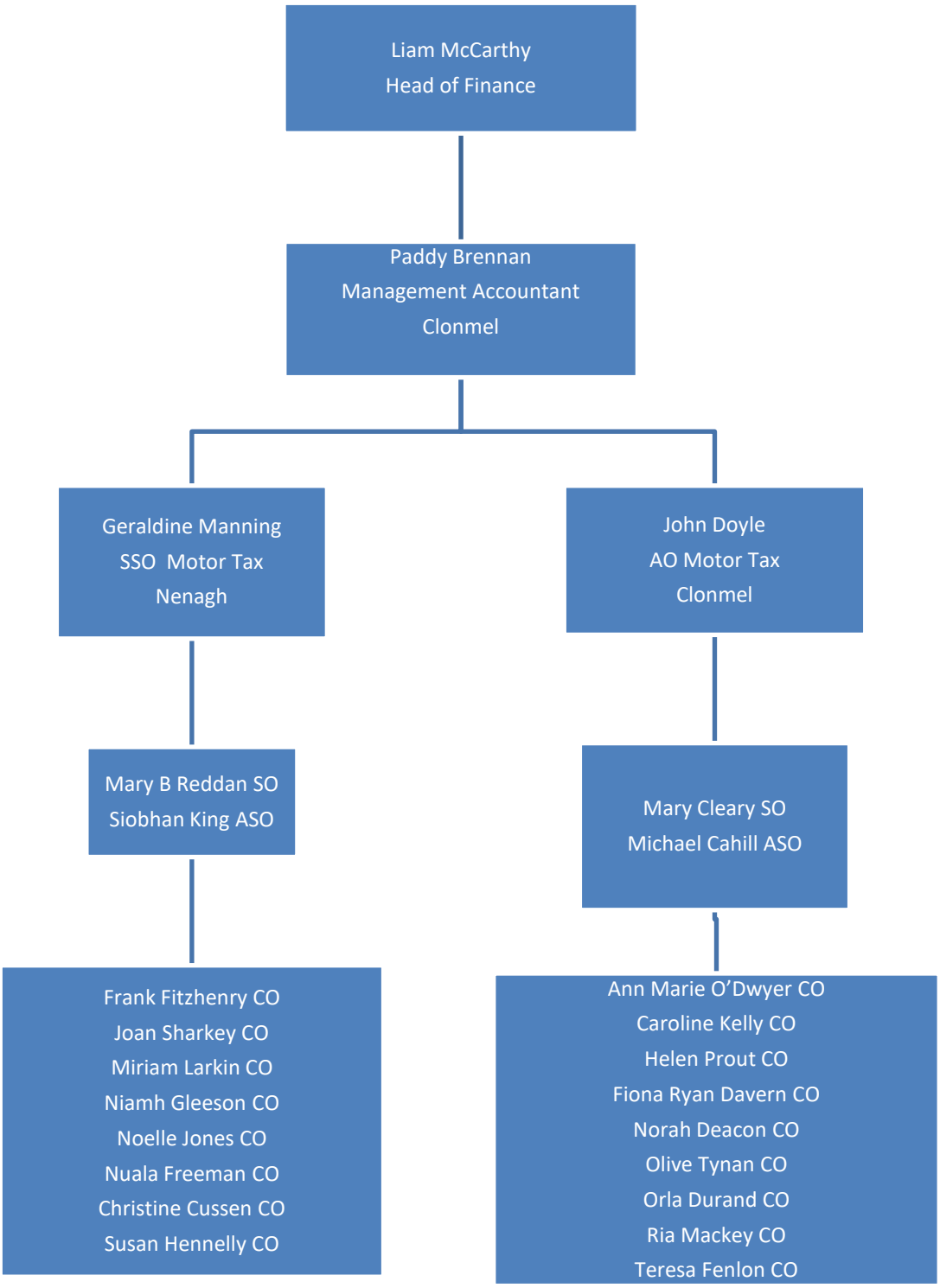
<u>Assumptions and Key Performance Indicators (KPIs)</u>

The above level of service delivery is dependent on the availability of funds as per the adopted budget and the retention of the current staff resources throughout the year.

The criteria and measurement methodology for KPIs set by the National Oversight and Audit Committee (NOAC) for 2019 is set out below. Motor Tax section will seek to maintain – and where possible improve on the 2019 performance level.

Functional Area	Measurement Methodology	2019 Output	Performance Indicators Target 2020
Motor Tax	The percentage of motor tax transactions which were dealt with online (i.e. transaction was processed and the tax disc was issued).	2019 KPI – **73.47%**	**75%**
	Total number of motor tax transactions which were dealt with over the counter.	2019 KPI – **44,550**	**42,788**
	Total number of motor tax transactions which were dealt with by post.	2019 KPI – **10,089**	**9,712**
	Total number of motor tax transactions which were dealt with online.	2019 KPI – **151,310**	**157,500**

Figure 5: Organisation Chart – Motor Tax



Service Introduction

The IT Service has the following objectives:

- Provide an accessible, comprehensive customer service platform for the public, elected members and staff, through the use of information technology and the internet.

- Provide the tools, systems, solutions and infrastructure to enable the staff and the business sections achieve their business objectives.

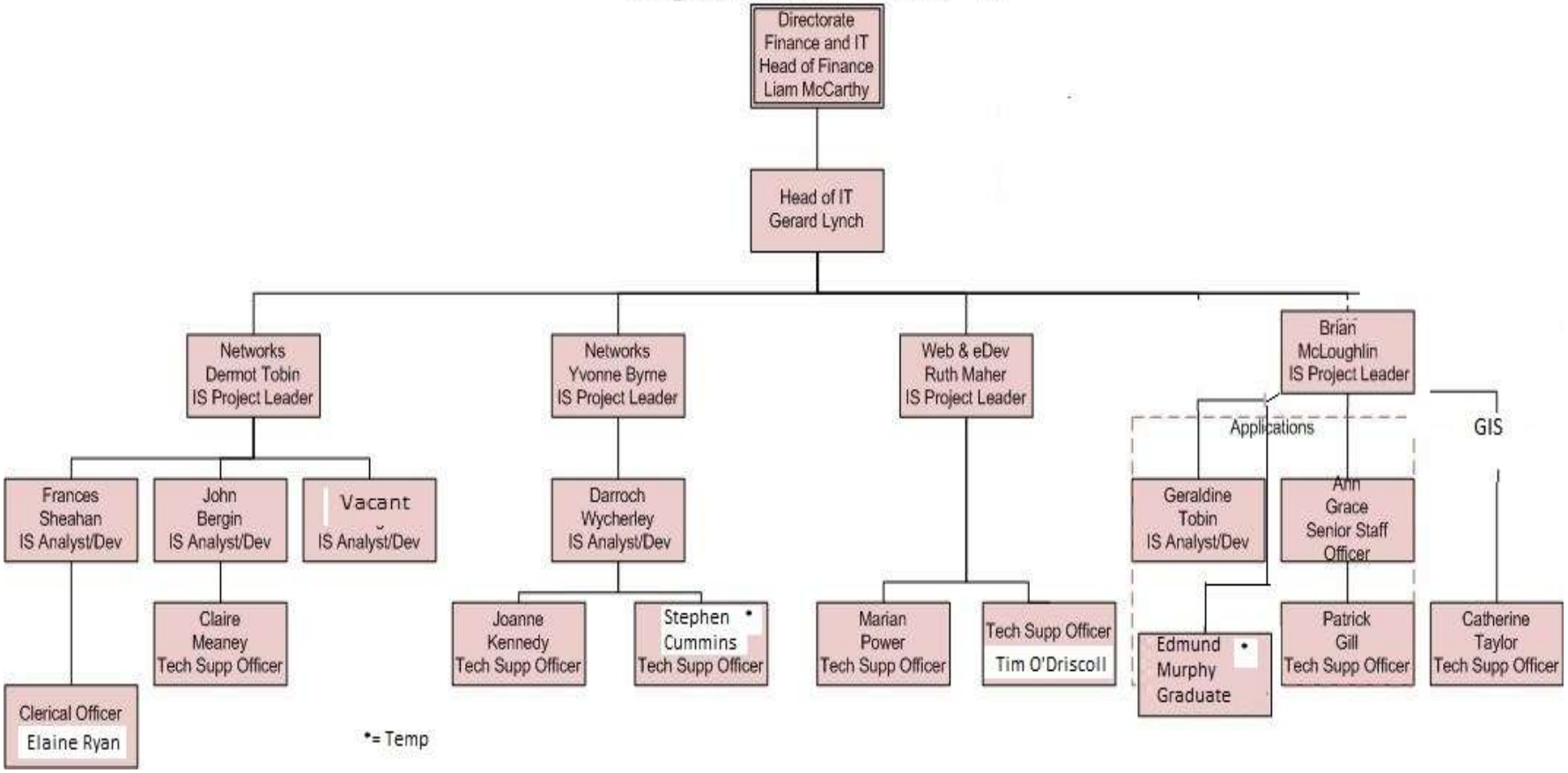
- Provide a technical support service to staff in the areas of Networks, Applications, eDev/Web and Geographical Information Systems (GIS).

Personnel Resources

The IT Section falls under the Finance and IT Directorate, and currently has the following staff complement:

Grade	Number	Comment
Head of IS	1	
IS Project Leaders	4	
IS Analyst Developers	5	one vacant as of May 2020
Staff Officer	1	
IS Technical Support Officers	7	Includes 1 temporary post
IS Graduate	1	temporary post
Clerical Officer	1	
Total	**20**	

Organisation Chart - IT



Service 10: Corporate and Miscellaneous Services

Service Introduction

The Corporate Services Directorate incorporates a wide variety of centrally provided services, which contains the following:

(i) Corporate Support / Meetings Administration
(ii) Customer Service / Communications
(iii) Property Management;
(iv) Franchise /Register of Electors
(v) Insurance Portfolio Management
(vi) Information & Records Management / Archives

- Freedom of Information
- Data Protection/GDPR
- Ombudsman Complaints
- AIE Requests

Key priorities for 2020

The Directorate is responsible for the development and implementation of the following key objectives:

- Ensure democratic accountability and effective governance;
- Ensure compliance with legislative and statutory obligations in service delivery;
- Manage and implement the Risk Management System;
- Coordinate the management of the Council's property assets;
- Ensure modern facilities for the delivery of services;
- Manage and Implement the Audit Committee Charter;
- Manage and Implement an effective Communications Strategy and efficient Customer Service;

It depends on the full and active involvement of all directorates in the County Council. It focuses on ensuring that a corporate approach is pursued in a number of key areas, such as the following;

- Customer Service delivery standards;
- Good organisational communications;
- Respect, Reputation and Responsibility;
- Accessibility;
- Performance Management;
- Records Management.
- Services to support the Elected Members.

Financial resources

The budget for Corporate and Miscellaneous Services as adopted in November 2020 is as follows:

Service Area	Budget 2020	Comment
Property Management	€509,382	This Budget is to provide a comprehensive property management service to all sections of Tipperary County Council that is fully compliant with relevant legal and financial requirements and to manage all acquisitions and disposals or leases of property on behalf of the Council and to ensure the availability of property solutions for inward investment.
Corporate Building Costs	€1,775,793	
Educational Support Services	€34,951	This Budget is to administer the School Meals Scheme and service support costs;
Franchise Costs	€284,596	This Budget is to manage and update the register of electors and begin preparations for the next Local Elections
Operation of Morgue and Coroner Expenses	€299,070	This Budget is to facilitate the payment of Coroner fees and other associated costs e.g. Undertakers; Post Mortem, Inquest & State Laboratory tests, Pathologists fees etc
Operation of Records Management & Archival Service	€81,578	This Budget is to facilitate the operation of the Council's records management function, archival service and related service support costs
Local Representation / Civic Leadership	€2,344,736	This Budget is to support and enhance local democracy and participative decision-making and to support the elected representatives to carry out their reserved and representational functions.
Agency & Recoupable Services	€82,500	This Budget relates to costs associated with the management and maintenance of the Courthouses and is recoupable from the Department of Justice.
Corporate Services General Costs	€3,003,752	This Budget is to provide corporate services for staff and elected

		representatives alike in relation to payroll, Customer Services, Irish language requirements, audit committee, Out of hours call management service, Legal fees, Insurance, Corporate Reports and to ensure compliance with statutory and corporate functions such as reporting, FOI, Ombudsman, Ethics in Office and Protected Disclosures;
Print and Post Room Services	€404,380	This Budget is to cover printing and stationery costs for the Council and the operation of the Post room;
Partnership Costs	€62,500	This Budget covers costs associated with Partnership Health Promotion initiatives;
Total	€8,883,238	

Personnel resources

Corporate Services is managed by a Director of Services who also has responsibility for the Council's Human Resources function and Environment and Climate Action Directorate. The section currently has the following staff complement:

Grade	Number	Comment
Senior Executive Officer	1	Also carries out the duties of Meetings Administrator / Local Elections Returning Officer / Ethics Registrar / Protected Disclosures Officer
Property Manager	1	CPU Unit - (1)
Administrative Officer	1	• Information and Records Management – (1)
Senior Staff Officer	1	• Communications / Customer Services – (1)
Staff Officer	4	• Corporate Supports – (1) • Secretary to C/E and Management Team support (1) • Franchise / Insurance Management/ Statutory Reporting (1) • Customer Services Desk, Nenagh – (1)
Archivist (Staff Officer grade)	1	• Archives /Records Management – (1)
Assistant Staff Officer	2	a) Corporate Support – (1) b) Customer Services, Clonmel – (1)
Clerical Officer	14	a) Customer Service Desk, Clonmel – (4)

		b) Customer Service Desk, Nenagh – (5) c) Franchise – (1) d) Property Management – (1) e) Corporate Support – (1) f) Information Management – (1) g) Post Room – (1)
Executive Technician	1	Property Management – (1)
Total	**26**	

The section is organised according to the staff structure shown in **Figure 5** below.

Primary Service Delivery objectives

Service Objectives/Priorities	**Service Delivery Strategy**	**Performance Standards**
Ensure democratic accountability and effective governance	Administer and support meetings of the Council and all Committees	Meetings held, agenda business transacted effectively, follow-up actions implemented
	Manage the annual Register of Electors Supervision of Ballot Paper marking for the Seanad General Election 2020	Up-to-date Register published in accordance with statutory dates Return of all 40 Ballot Papers;
	Administer and Support an audit committee	• Audit committee meetings held quarterly, agenda business transacted effectively, Internal audit work-plan approved and recommendations implemented; • Annual report to Council; • AFS Report to Council
	Continue to implement a Corporate Governance strategy	Adherence to Strategy Principles
	Fulfil the organisation's responsibilities under the Ethics Framework	Up-to-date and complete Ethics Public Register in place and available on

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
		Council website;
	Develop an Archives and Records Management Service	Care & conservation plan prepared All Records Management Health Check recommendations implemented; Archives Website developed; Records Management Policies, Procedures & Protocols in place;
Ensure compliance with legislative and statutory obligations in service delivery	Prepare reports, work programmes and reviews in line with corporate governance requirements.	• Corporate Plan adopted; • Annual report adopted • Annual service delivery plan adopted • Monitoring and review of performance –NOAC Performance Indicators
	Develop appropriate and effective communication and customer care services and systems	• Develop corporate policies and procedures. • Communications strategy implementation • Customer care charter implementation • Facilitate all media queries/PR requests • Social media Monitoring/Twitter Day • MapAlerter / Out of hours Call Management Service
	Respond to information requests, complaints and protected disclosures in line with statutory requirements	• All FOI requests, Ombudsman complaints and Protected Disclosures addressed within the

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
		relevant timeframes. • Model Publication scheme reviewed
	Implement General Data Protection Regulations and put relevant policies/procedures/protocols in Place	• GDPR Policy and Procedures in place • Elected Representatives Representations Protocol adopted
Manage and Implement the Health & Safety Management System	Health & Safety Management System in place; Strategy/Policies/Procedures/Protocols reviewed.	• OHSAS Certification • PAT testing • Annual H&S Action Plan
Manage and implement the Risk Management System.	Review and maintain risk management register; Arrange relevant risk management training for risk owners and editors;	Risk Register maintained, reviewed regularly and updated as required; Risk Management Training provided to all relevant staff;
Coordinate the management of the Council's property assets	Develop a Corporate Property Strategy/Corporate Property Management Plan	• Comprehensive inventory of property in place • Title to all properties perfected • Effective use and management of property achieved • Funding opportunities identified
	Maintain Central Property Register	
	Reconcile Fixed Asset Register	
	Coordinate the purchase, sale lease or transfer of all properties	
	Facilitate Water Services in the transfer of property assets to Irish Water	
	Optimise the use of all properties	
	Facilitate Kickham Barracks Steering Group Meeting in relation to the implementation of Phase 1 of the Kickham Barracks Master Plan Continue to assist Planning Directorate & Clonmel BD re URDF application for	• Commencement of Phase 1 works on site; • Approval to Phase 2

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
	funding for Phase 2 works of Kickham Barracks; Continue to manage the licensing arrangement with ETB in relation to the current occupation of portion of the KB site;	• Review and renew Licensing Arrangement with ETB
Manage and Review Insurance Portfolio	Ensure adequate cover in place for all Council activities;	Polices in place and adequate budget provision;
Ensure modern facilities for the delivery of services	Coordinate and assist in progressing capital building projects within the Civic Offices, Clonmel; Reorganisation of Office locations within Civic Offices;	Delivery of building projects progressed;
Coroner Service	Facilitate the payment of all certified accounts from the County Coroners	All Payments certified and paid
	Review Annual Coroner Statistics	Review of Coroner Retainer

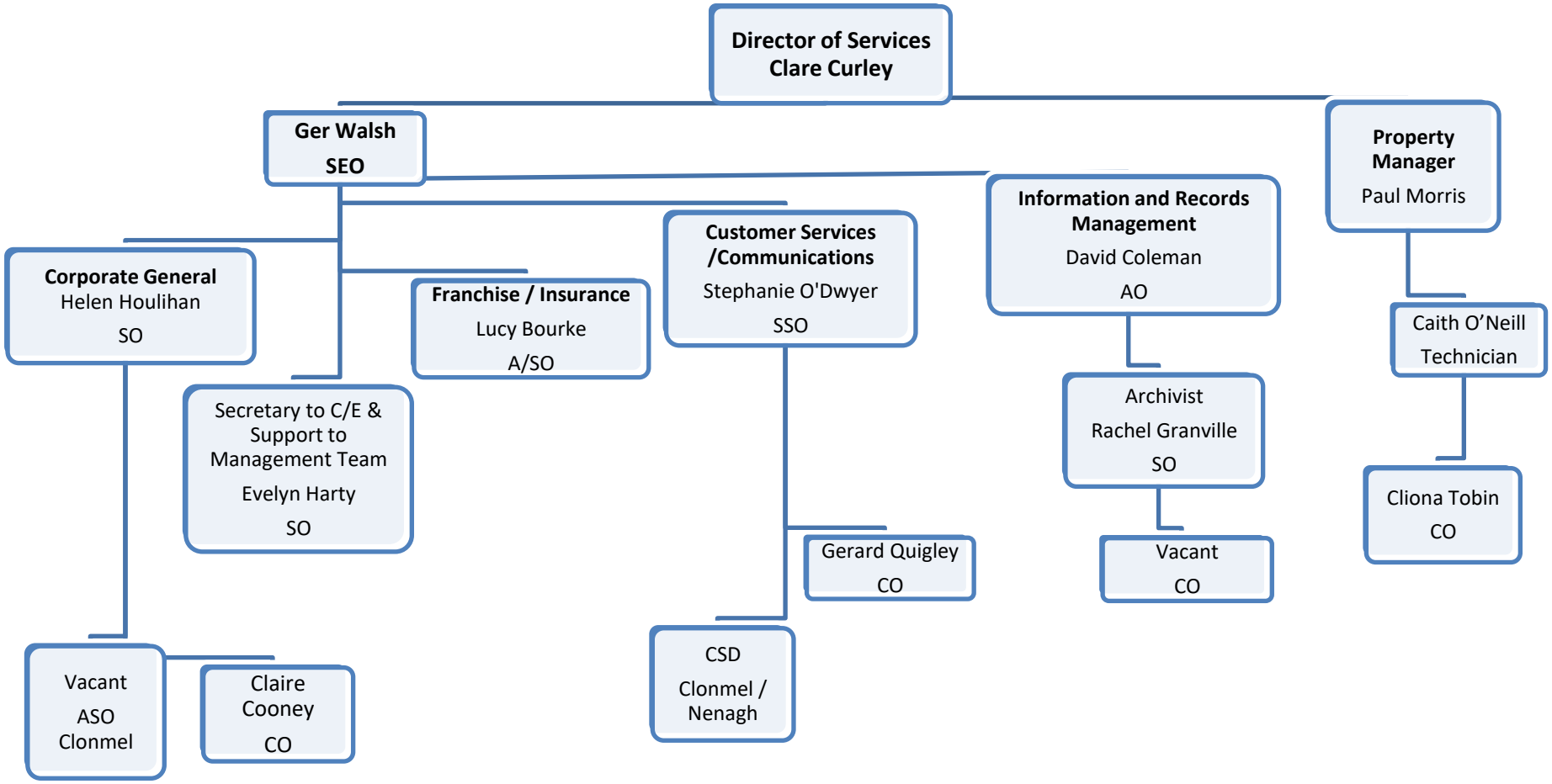
Assumptions and Key performance indicators (KPIs)

The above level of service delivery is dependent on the availability of funds as per the adopted budget and the retention of the current staff resources throughout the year.

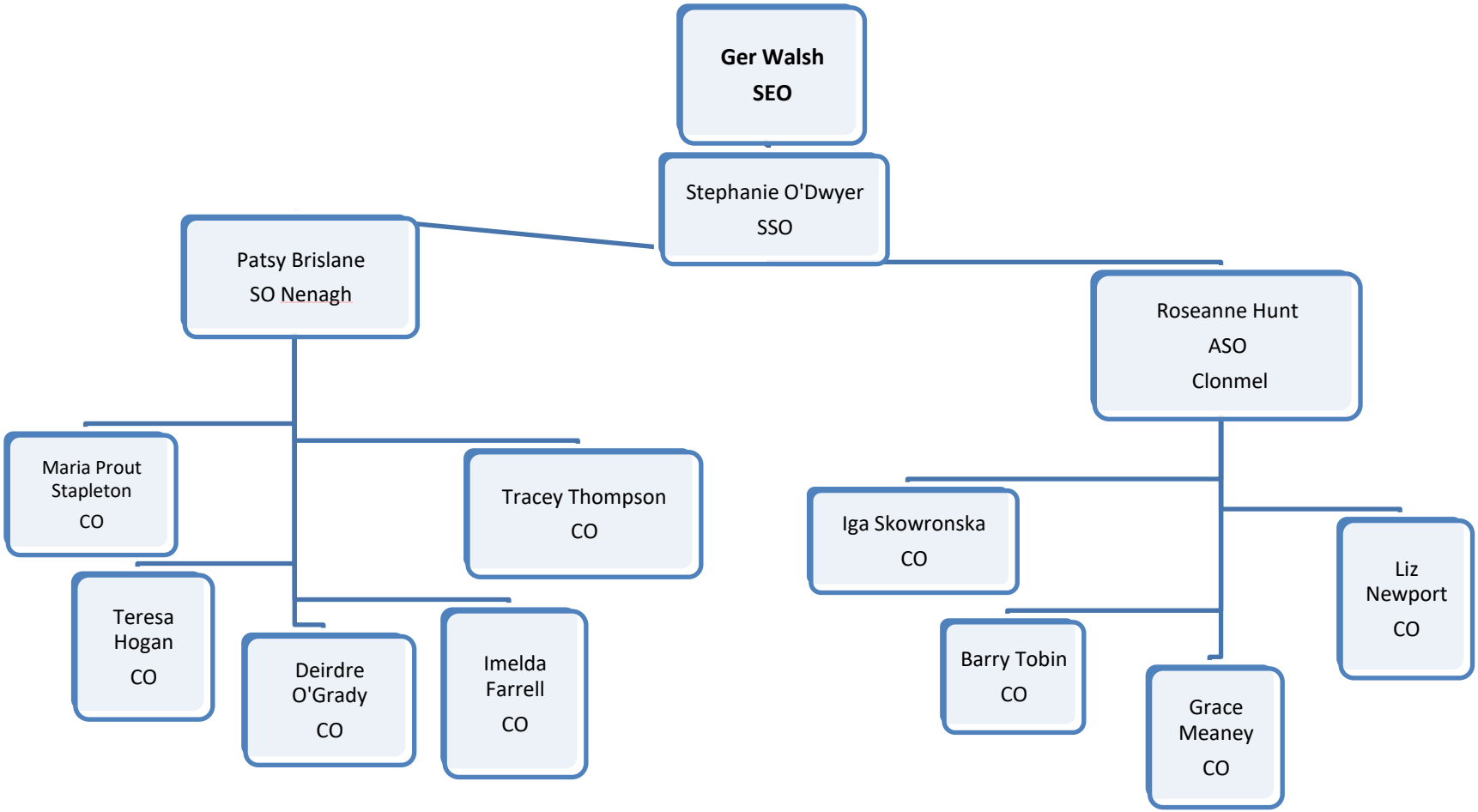
The Corporate KPIs set by the National Oversight and Audit Committee (NOAC) for 2019 are as follows. Corporate Services section will seek to maintain – and where possible improve on – the 2019 performance level.

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Target Performance Indicators 2020
Corporate	• Optimum management of resources within the local authority	• Workforce Plan • Annual Budget • Putting People First	• Total Number of WTE's (whole time equivalent) staffing number;	1072
			• % Working Days lost to Sickness - - certified - uncertified	3.45% 0.30%
	• Development of ICT based customer friendly initiatives	• E-Government Policy	• Number of Page Visits to the local authority website	2,100,000
			• Total number of follower's of the LA's social media accounts	45,000
			• Percentage of motor tax transactions dealt with online	75%
			• Overall cost of ICT provision per WTE	3,395

Figure 5: Organisation Chart – Corporate and Miscellaneous Services



Customer Service Desk – Nenagh and Clonmel



Service 11: LAWPRO (Local Authorities Water Programme)

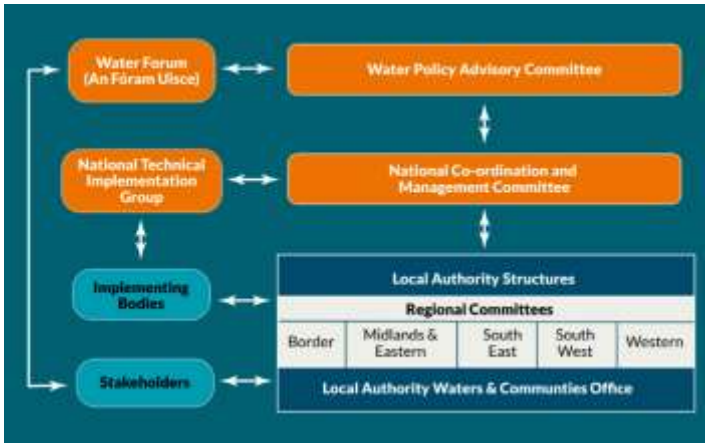
Introduction

The Local Authority Waters Programme (LAWPRO) is a local authority shared service, managed and operated by Tipperary County Council in partnership with Kilkenny County Council. The core functions of the programme are:

- To improve water quality in the priority areas for action (PAAs) through catchment assessment and collaboration with implementing bodies
- To ensure that relevant public agencies are cooperating effectively in order to produce positive water quality outcomes, both locally and nationally
- To support communities to engage with their local waterbodies.

Background

The second River Basin Management Plan (RBMP) 2018 – 2021 advances Ireland's commitment to the implementation of the EU Water Framework Directive (WFD). This RBMP illustrates the new approach that Ireland will take as it works to protect its rivers, lakes, estuaries and coastal waters over the next four years. It calls for the establishment of "*the right governance and delivery structures*". Fundamental to the governance structure is a Three-Tier approach adopted to oversee the implementation of the WFD in Ireland. Within this structure, greater responsibilities are given to Local Authorities (LA's) for regional coordination of implementing bodies, public engagement, carry out scientific assessments and to drive the implementation of mitigation measures at a catchment level.



Catchment Assessment

In the current cycle of the RBMP, there are 190 Prioritised Areas for Action (PAAs), these areas are targeted for improvements in water quality. The programme manages this body of work through its Catchment Science team who:

- Using both desk-based and field-based analysis techniques, identify specific causes of deteriorated water quality in At Risk and Review waters in Priority Areas for Action (PAA).

- Communicate findings and identify possible options for solutions/measures with implementing agencies, stakeholders and the Agricultural Sustainability and Advisory Programme (ASSAP) and support those implementing bodies to have them carried out.

- Support all Local Authorities to implement basic WFD/RBMP measures in a co-ordinated manner, paying attention to waterbodies newly at risk within sub catchments containing PAAs.

- Assess reasons for loss of high status in affected water bodies and work with relevant stakeholders to identify and implement potential solutions.

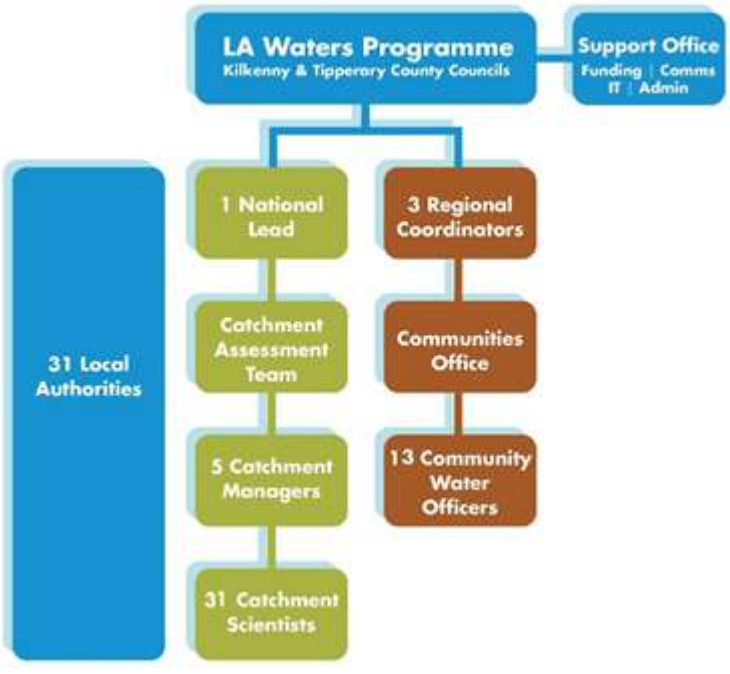
- Coordinate with Local Authorities on domestic wastewater treatment systems in PAAs and High-status areas

- Identify learnings from 2nd cycle implementation and coordination with relevant projects for application into other AA and 3rd cycle

Coordination

The improvement of water quality is the responsibility not only of Local Authorities, but also management of a wide range of implementing bodies, whose work can impact on water quality in various ways. An important part of the overall aim is to ensure that relevant public agencies are cooperating effectively in order to produce positive water quality outcomes, both locally and nationally.

In each region, there is a Local Authority Water and Environment Management Committee and a Regional Operational Committee. The Management Committees discuss and make decisions in relation to Local Authority water policy. The Operational Committee, which is a multi-agency forum, ensures that issues are correctly identified and



understood, and that effective solutions to those issues are implemented. The programme facilitates and coordinates these meetings regionally.

At a national level the Programme engages with the RBMP governance and coordination structures and supports the Department of Housing, Planning and Local Government and the Environmental Protection Agency in delivery of the 2nd cycle and acts as the conduit for information flow between the regional and national structures.

The programme supports the Local Authority sector to develop greater understanding of its WFD objectives with all functional areas by increasing awareness and education. Staff from the programme engage with Local Authority staff such as Environment, Heritage, Planning, Community and Enterprise and Biodiversity, as well engaging with LCDC, PPN's, SPC's, Municipal District and full Council.

Foster Community Engagement

Through its Community Water Officers, the programme works closely with local communities, public bodies, sectoral interests, Public Participation Networks (PPNs), Local Development Companies and other stakeholders to promote increased involvement and stewardship in the management of our natural water environment, and to discuss water quality issues. A key objective of the programme is to support communities to engage with their local waterbodies.

The programme engages communities at water body, sub-catchment and catchment level to build awareness and increase involvement in the stewardship of natural waters through an Integrated Catchment Management approach.

The programme aims to build capacity of local communities to engage with their own waterbodies by providing information on various funding streams as well as the management of its own Community Water Development Fund.

Working in collaboration with our partner, the Heritage Council, Water Heritage Day will see a raft of activities nationwide encouraging communities and the public generally to celebrate and learn more about their local waterbodies. Water Heritage Day takes place on the last day of Heritage Week. Other water themed or relevant international events with direct input from the Communities Team include World Wetlands Day and World Fish Migration Day. Engagement continues across communities and their networks to promote the clean water message and encourage participation from the public and relevant stakeholders. This groups range from Tidy Towns, Public Participation Networks, local clubs, schools, scouts, NGOs, outdoor activities, sports clubs and rural and urban networks that make up the fabric of Irish society. A strategic and targeted approach to EU LEADER and DRCD and the structures in place which deliver the programme commenced in 2019 and continues into 2020. In addition to the implementing bodies and the Irish Local Development Network, the engagement is now expanding to take in the LCDC structure and the participating groups including those working on social inclusion. The programme communicates its work through multiple social and traditional media outlets and by collaborating with the EPA Catchments Newsletter.

Promotion of best practice

The Local Authority Waters Programme engage with stakeholders and implementing bodies on the development and promotion of best practices relevant to water quality conservation and protection. This includes the promotion of best practice relevant to Green and Blue Infrastructure planning (including SuDS and Green and Blueways), Citizen science, Biosecurity and Climate Adaptation with relevant stakeholders.

Taking the strategic view, the Local Authority Waters Programme develops outreach and stakeholder networking to assist in information sharing and capacity building at the local water body and catchment scale. Climate Change and Biodiversity in the context of water management are overarching considerations taking into account in the above. Where appropriate and within its capacity LAWPRO provides guidance and supports to the development of national strategies regarding the above to realise multiple benefits for society, through integrated and collaborative work at the strategic and local level.

LAWPRO supports and encourages the active engagement of implementing bodies to address water quality issues identified during the catchment assessments, identified from the public consultations or in response to direct contact by members of the public. The Local Authority Waters Programme encourages networking of relevant agency personnel and communities to solve problems and look for opportunities to better protect and celebrate our waterways.

Personnel

The Local Authority Waters Programme has 60 staff spread across 13 locations in Ireland. Staff are employed either directly by KTCC or seconded from other Local Authorities. Each location is hosted by a Local Authority in that region where staff on the programme can share their workspace alongside staff employed directly by the Local Authority.

The programme is aligned with the 31 Local Authorities and supports ongoing work and service delivery in environmental protection, water quality management, land-use planning, and community and enterprise development. Embedding staff on the programme alongside their host Local Authority colleagues helps cultivate the perception of unity in the sector. This advances cooperation and collaboration between the national objectives of the programme and the regional work of the Local Authorities.

Operationally, staff in the programme are divided into five regions. Each region provides essential support to enables communities and stakeholders to develop local water-quality-related projects and initiatives. It also focuses on water quality objectives in 190 prioritised Areas for Action, as set out in the RBMP for Ireland, 2018 – 2021. In the Border Region there is an emphasis on supporting stakeholder led water management on cross border projects. Sean Keating is the Director. Staff are employed either directly by Tipperary or Kilkenny County Council's or seconded from other Local Authorities.

Seán Keating
Programme Director
Head Office
Shannon Thompson
Funding Lead
Alan Walsh
Communications
& Marketing Lead
Michael Pollard
IT & Admin Lead
Orla Kelly
Administrative
Manager
Irene Cunningham
Admin Support
Michelle Farrelly
Admin Support
Ray Spain
Communities Team
Coordinator
Midlands & Eastern
Region
Aoife McGrath
Community Water
Officer
Basil Mannion
Community Water
Officer
Thomas Carolan
Community Water
Officer
Donal Ó Raois
Community Water
Officer
Fran Igoe
Communities Team
Coordinator
South East &
South West
Regions
Ann Phelan
Community Water
Officer
Breda Moriarty
Community Water
Officer
Catherine Seale
Community Water
Officer
Roisín Ó Conchúir
Community Water
Officer
Bernie O'Flaherty
Communities Team
Coordinator
Border & Western
Regions
Community Water
Officer
Dolores McEvoy
Community Water
Officer
Jimmy McVeigh
Community Water
Officer
Karen Kennedy
Community Water
Officer
Tom Carolan
Community Water
Officer
Carol McCarthy
Catchments Team
Manager
Midlands & Eastern
Region
Margaret Keegan
Catchments Manager
Anna Rymszewicz
Catchment Scientist
Eoin McAleer
Catchment Scientist
Erika Fitzpatrick
Catchment Scientist
Jean Mavis
Catchment Scientist
Kate Tynan
Catchment Scientist
Richard Lane
Catchment Scientist
South East
Region
Kathy Hennessy
Catchments Manager
Brian Casey
Catchment Scientist
Michael Nugent
Catchment Scientist
Philip Murphy
Catchment Scientist
Seamus O'Brien
Catchment Scientist
(Hub 5 coordinator)
Sinéad Barrett
Catchment Scientist
Stephen Davis
Catchment Scientist
South West
Region
Maeve Ryan
Catchments Manager
Áine Donnellan
Catchment Scientist
David Hegarty
Catchment Scientist
Jim Johnson
Catchment Scientist
Mairead Shaw
Catchment Scientist
Mary Barrett
Catchment Scientist
Paul O'Callaghan
Catchment Scientist
Border Region
Marnisa Smith
Catchments Manager
Aileen Dunne
Catchment Scientist
Barbara Dhuill
Catchment Scientist
Gary O'Connell
Catchment Scientist
Patsy Ryan
Catchment Scientist
Vicky Veerkamp
Catchment Scientist
Killing Kelly
Catchment Scientist
Western
Region
Bernadette White
Catchments Manager
Abbie Douglas
Catchment Scientist
Francis Deery
Catchment Scientist
Noreen Shryane
Catchment Scientist
Peter Mitchell
Catchment Scientist
Colette Mahieu
Catchment Scientist
Catchment Scientist
Connie McConeghey
Blue Dot
Scientist

APPENDICES

Appendix 1

Section 134A of LG Act 2001 (Consolidated)

Local Authority Service Delivery plans
134A.—(1) in respect of the local financial year which follows the commencement of this section and in respect of every financial year thereafter, each local authority shall prepare in accordance with subsection (5) a plan (in this section and Part 3 of Schedule 14A referred to as a 'service delivery plan') identifying the services intended to be provided by it to the public.

(2) The service delivery plan of a local authority shall be consistent with the provisions in the local authority budget of the expenditure estimated to be necessary for the local authority to carry out its functions during the local financial year to which that plan relates.

(3) The service delivery plan of a local authority shall take account of best practice in service delivery (including, where appropriate in relation to the delivery of services, best practice having regard to performance of functions identified pursuant to section 126C(1)(c)) and that plan shall include—

(a) A statement of the principal services that will either continue to be provided or will otherwise be provided by the local authority in respect of the local financial year, to which the plan relates,
(b) The objectives and priorities for the delivery of each of the services to which paragraph (a) relates, and the strategies for achieving those objectives and priorities,
(c) The performance standards intended to be met in the delivery of services, including reference to each appropriate performance standard prescribed by the Minister,
(d) The manner in which the local authority proposes to assess its performance in respect of the delivery of services, including identification of the relevant indicators for the purposes of section 126C(1)(a) and the performance indicators and performance standards prescribed by the Minister under subsection (7) as are appropriate to each service in the service delivery plan, and
(e) Such other matters as may be provided for by the Minister under subsection (7) or (8).

(4) In preparing its service delivery plan a local authority shall—
(a) Take account of such policies and objectives in relation to any of its functional programmes that are set out in—
(i) Any other plan, statement or strategy under the Local Government Acts 1925 to 2014,
(ii) Any service level agreements, or
(iii) Any other document prepared by it under this Act or any other enactment, and in so preparing its plan the local authority shall comply with sections 69 and 71, and
(b) Having regard to the outcome of any assessment carried out pursuant to subsection (6), indicate the actions proposed to be taken to meet any

performance standard prescribed by the Minister under subsection (7) or as a result of a comparison with any relevant indicator identified by the National Oversight and Audit Commission or prescribed by the Minister under section 126C (1).

(5)(a) As soon as may be following the adoption of the local authority budget, the service delivery plan shall be—
(i) Prepared, in consultation with the elected members, under the direction of the chief executive in such manner, and in accordance with the timescale and format as may be prescribed by regulations made by the Minister, and
(ii) Considered by the elected members and be adopted by resolution, with or without amendment, within such time limit and in accordance with such conditions and requirements, as may be so prescribed.
(b) In making an amendment under paragraph (a)(ii), the elected members shall have regard to the local authority budget adopted in accordance with section 103(9).
(c) The adoption of the service delivery plan, with or without amendments, is a reserved function.

(6) A local authority shall include in its annual report an assessment of its delivery of services during the year concerned when compared with its service delivery plan for that year, including reference to those performance standards and performance indicators specified in regulations made under this section and such relevant indicators identified by the National Oversight and Audit Commission or prescribed by the Minister under section 126C(1) as are appropriate.

(7)(a) The Minister may make regulations for one or more of the following matters:
(i) Performance standards against which the effectiveness and efficiency of the delivery of services may be measured and performance indicators to facilitate the evaluation of the performance of the local authority
(ii) The comparison of one local authority, or class of local authorities, to another local authority or class of local authorities, as the case may be, in the delivery of services, and as appropriate, against any performance standard specified;
(iii) Such other matters as the Minister may consider appropriate in relation to the preparation of service delivery plans.

(b) Before making regulations under this subsection, the Minister shall consult with the National Oversight and Audit Commission, and with any other Minister of the Government in respect of services provided by a local authority for which that other Minister is responsible.
(c) Regulations made by the Minister under this subsection shall be without prejudice to relevant indicators specified by the National Oversight and Audit Commission or prescribed by the Minister under section 126C(1).

(8)(a) The Minister may issue guidelines in respect of—
(i) The content and preparation of service delivery plans,
(ii) Publication of service delivery plans,
(iii) Such other matters as the Minister may consider appropriate, and each local authority shall have regard to such guidelines.

(b) Guidelines under this subsection may provide for a service delivery plan of a local authority to take account of and to reflect the principal activities of municipal district members within its administrative area and for necessary consultation for that purpose.**]**

Amendments:
F187 Inserted (1.06.2014) by *Local Government Reform Act 2014* (1/2014), s. 50, S.I. No. 214 of 2014.