



COMHAIRLE CONTAE AN CHLÁIR
CLARE COUNTY COUNCIL

Clare County Council Corporate Plan

2024- 2029

Clare County Council will be a professional, responsive and inclusive local government that will lead the social, economic, physical, rural and tourism development of our county, having sustainable communities at its heart.

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FOREWORD



Cllr. Alan O'Callaghan
Cathaoirleach



Mr Pat Dowling
Chief Executive

It is with great pleasure that we present our Corporate Plan for the years 2024 to 2029 which sets out the strategic framework within which Clare County Council will operate during the lifetime of this Council. The Corporate Plan is a central component of the local authority business architecture, linking key elements such as policy, organisation, operational activity, governance, and performance management.

Since the adoption of the last Corporate Plan, this Council has set up a new Tourism Development Directorate following the transfer of the Shannon Heritage DAC to the local authority. Our 2030 vision is for Clare to be a globally renowned sustainable and vibrant destination, easily reached and traversed, and recognised for its rich cultural assets, its stunning and open-space landscapes, its compelling array of remarkable experiences, and for its welcome and exceptional hospitality.

Clare County Council will use its unique leadership role to build upon the County's characteristics and strengths coupled with its strategic location, in order to enhance the County as a regional/national; centre of culture, tourism heritage and business and a preferred international destination for investment and innovation, where the environment is sustained as the County moves towards net zero emissions.

This plan sets out our vision and objectives of the Council for County Clare. The plan details five strategic themes reflecting the complex and interlinked working environment of the organisation. These themes cross cut all departments in the organisation in the delivery of our services to the people of Clare. Each theme has an associated high level strategic objective, and each strategic objective has been translated into high level priority actions across directorates.

It has been prepared in the context of the current external and internal operating environment while ensuring flexibility to adapt to changing circumstances as they arise. The consideration of climate change will be embedded into all of our policies and services. The Corporate Plan was prepared in conjunction with the Councillors, Management, Staff and External Stakeholders of Clare County Council in line with relevant legislation, in particular the Local Government Act 2001, the Local Government Reform Act 2014 and, in line with the Council's statutory obligations under Section 42 of the Irish Human Rights and Equality Act 2014 to eliminate discrimination, protect human rights and promote equality of opportunity. We are confident that, working in partnership with the communities in our county and our stakeholders, we can together deliver on this plan.



OUR PURPOSE, VISION AND CORE VALUES

Clare County Council will continue to be a professional, responsive and inclusive local government that will lead the social, economic, physical, rural and tourism development of our county, having sustainable communities at its heart.





Our Corporate Core Values

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

OUR CORE VALUES



OUR PEOPLE

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



OUR SERVICES

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



OUR GOVERNANCE

- Transparency
- Accountability
- Integrity
- Equitable
- Public Interest



OPERATING ENVIRONMENT

Contextual Overview

County Clare is situated on the west coast of Ireland and has a population of 127,938 (Census 2022). It covers an area of 3,450km² and is the 7th largest county in Ireland. Ennis, the county town, has a population of 27,923 (Census 2022), making it the largest town in Clare and the largest town in Munster. Shannon, the 2nd largest town in Clare, is the largest business area outside of Dublin employing 12000 people, is a major employment centre in the region and is also home to Shannon International Airport.

Clare has an increasingly diverse population. Almost two thirds (64%) of the population increase has happened through net migration and the remaining one third through natural increase.

County Clare has a slightly older population than the national average. The average age of a person living in Clare is 40.1 years compared to 38.8 for Ireland. 17% of the population in Clare are aged 65+ compared to 15% in Ireland. Census 2022 revealed that the population of people over 65 years for County Clare rose by 8% from 17,607 in 2016 to 21,657, a rise of 4,050 people. This increase has a proportionate impact on service providers in the county. Increasing population figures challenge us all to think and plan differently. The impact of these increases on services, both in the country as a whole and in each county, is vast.

Throughout Clare, is a particularly attractive network of small towns and villages which play an important role in serving an otherwise largely rural county. Developing sustainable communities in these two urban centres and

network of small towns and villages is at the core of the physical, social, economic, rural and tourism priorities for the county.

According to the 2022 Pobal HP Deprivation Index Clare is marginally above the national average level of affluence. Out of the 151 Electoral Districts in Clare, 5% are classified as disadvantaged with a further 54% just marginally above the national deprivation average meaning around 6 in 10 EDs in Clare are more disadvantaged than the national average.

Clare is well served by a modern road and rail transport system which ensures the efficient movement of goods and lower commute times with 67% of the labour force enjoying commute times less than 30 minutes. Clare enjoys global access through Shannon International Airport which ensures Clare is a key strategic gateway into Europe while providing easy access to North America.

Social & Community

Clare County Council values the vital role of local communities that contribute to the ongoing development of the County and the improvement of the quality of life experience in their local areas. County Clare communities have proven their resilience in responding to a world epidemic and have also supported Ukrainian refugees in the most difficult of circumstances.

County Clare continues to diversify and change. The impact of the conflict in Ukraine came quick on foot of the pandemic in 2022. Since then, our communities have adjusted



to support a new integration outlook with approximately 5,000 Ukrainian Beneficiaries of Temporary Protection being accommodated in our County. Demographic information shows that our migrant community, including people from the UK and Europe, now represents almost 20% of our county's population, a figure that is in line with the national trend. The Council established a new Local Authority Integration Team in late 2023 and working with the existing community outreach teams, such as our Rural & Community Development Officers and our Ukrainian Services team, it is our ambition to align a range of objectives for the benefit of all our community.

To that end the Council is working collaboratively with the Clare Sports Partnership and Clare Local Development Company to deliver a Clare County Sports Plan and a County Outdoor Recreation Plan with each agency taking specific lead roles. These plans are aligned with the County Local Economic and Community Plan which was delivered in 2023 by the LCDC, a multi-agency partnership. The Sports and Recreation plans are aimed at increasing participation from the widest community perspective. All plans will inform our forthcoming Migration Strategy as we move to redefine our sense of community.

As we look towards the next 5 years our housing demands are set to continue and increase from both a social and private perspective. Clare County Council continues to meet the demands as set out in our 'Housing For All' objectives. We work closely with our elected representatives, landowners, agencies and Approved Housing Bodies to develop and tailor solutions to meet local needs, be they standard family homes or those delivered to meeting specific needs. While the delivery of

social housing is the mainstay of our objectives we continue to explore opportunities to collaborate to deliver affordable housing and serviced sites to the private market. Over the coming years we will continue to work to retro-fit our housing stock to the latest energy standards and aim to deliver the 'Defective Concrete Blocks Scheme'.

Economic Activity

Our indigenous local businesses remain the backbone of our communities across the County. Based on the 2021 CSO data and businesses employing less than 250 people there are 9,156 businesses in Clare which provide employment to 23,396 people. The key business sectors among our indigenous local businesses are engineering, tourism, agriculture, retail, hospitality and local services. They represent the foundation for economic activity and are an integral part of the vibrancy of our local communities. These businesses are supported by the Local Enterprise Office (LEO) Clare which aims to promote entrepreneurship, foster business start-ups, develop their export potential and facilitate job creation. The Local Enterprise Office also supports businesses to enhance their sustainability practices and embrace emerging digital technologies to ensure our businesses remain productive and resilient, recognising the potential for new/emerging business innovation relating to the circular economy.

Inward investment from multinationals willing to locate in Clare remain a key building block of our economic activity. According to the 2021 CSO data, businesses in Clare employing more than 250 total 13 providing employment to 6,359 people. Typical business sectors are aviation services, manufacturing, life sciences, med-tech, pharmaceutical and business



support services among others. In recent years, the potential positive economic benefits from providing technology infrastructure through data centres and developing offshore energy generation capacity could be transformative for our future economic wellbeing.

Tourism

Tourism is a core sector of County Clare's economy. The County Clare Tourism Strategy 2030 has defined a clear direction for tourism in Clare. It reflects the aspirations of local government, industry and communities and has established a new level of consensus that will stimulate collaboration and coordinated action. The concept of sustainability underlies the entire ethos of the strategy and is embedded within all 29 strategic priorities. It offers a path toward a greater level of resilience which is crucial, and it highlights the regenerative potential of tourism when all players work together toward the same vision.

In April 2023 the Elected Members of Clare County Council passed a resolution for the transfer of Shannon Heritage DAC from The Shannon Airport Group to the Local Authority. This facilitated Clare County Council's takeover of Bunratty Castle & Folk Park, Craggaunowen Bronze Aged Park, Knappogue Castle and the Cliffs of Moher gift shop. This paved the way for some of Clare's best known visitor attractions to become part of the management and marketing of a much broader Clare tourism portfolio that also includes the Cliffs of Moher Experience, Vandeleur Walled Gardens and Visitor Centre, Inis Cealtra (Holy Island) Visitor Experience and Loop Head Lighthouse Visitor Centre."

The Clare Tourism portfolio provides for a solid base from which local towns and villages can

thrive from the tourism promotion and visitor flow throughout the County in addition to collaborating with neighbouring attractions and businesses.

To further strengthen the direction and economic benefit of Tourism throughout the County, Clare County Council has formed a dedicated Tourism Development Directorate, which is also reflected in the political structures with a dedicated Strategic Policy Committee for Tourism Development.

Education & Training

All business sectors require access to a skilled labour force and opportunities for existing labour force to be upskilled as new working practices emerge. Clare is fortunate to be in close proximity to seven high quality 3rd level institutions within a 1-hour drive. The Limerick and Clare Education Training Board (LCETB) play a leading role in fostering and facilitating further education through entry level certificate and diploma courses, apprenticeships and traineeships with several of their training facilities located in Clare.

Climate Change

Climate change will remain a long-term challenge for all Local Authorities, requiring continuous consideration across all functions and services. Clare must be resilient to the effects of climate change going forward as well as advocating and demonstrating leadership in the area of Climate Mitigation, increased Biodiversity and building climate change awareness amongst its people. Climate action will be a cross directorate focus in all our activities into the future. The initiation of a Climate Change section within the Physical Development Directorate displays the council's commitment to sustainability and will remain



front and centre in our corporate ambitions. The adoption of the Clare Climate Action Plan 2024 -2029 has provided a platform for Clare County Council to align its objectives at a local level with those set out at National and European level in the National Climate Action Plans 2021-2023 (and subsequent updates), the National Adaptation Strategy, various EU Directives (EED, EPBD), the European Union Green Deal & the Climate Action and Low Carbon Development Acts.

Sustainable Development Goals

This Corporate Plan has been aligned to the sustainable development goals in addition to many of our statutory documents including, the Climate Action Plan, the Local Economic and Community Plan. In its role as an SDG Champion (2023-2024) and a SDG Ambassador 2024/25, Clare County Council has committed to embed the SDGs further into its work programmes and policy development, recognising Clare County Council's commitment to the Sustainable Development Goals (SDGs).

Ireland, along with all 193 UN Member States, adopted the Sustainable Development Goals (SDGs) in September 2015 as part of the 2030 Agenda for Sustainable Development

In its role as an SDG Ambassador, Clare County Council has committed to embedding the SDGs further into its work programmes. To understand and maximise the alignment between the Corporate Plan and the SDGs, a mapping assessment was conducted using the Accelerating Action tool. The Accelerating Action tool helps organisations align their services with the Sustainable Development Goals (SDGs) by providing a comprehensive framework to discover, communicate, and improve their environmental, social, and

economic impact. The output of this exercise shows how our Corporate Plan strategically aligns with targeted SDGs, showcasing the extensive positive impact of our work and services - Appendix 4

External Factor

The operating environment of the Council is influenced by both National and European Union policy funding and legislation programmes. This plan is framed to take account of the various policies and objectives set out in statutory plans, statements or strategies, local regional and national policies and legislation including the Local Government Act 2001 as amended, which outlines the statutory functions of the local authority. It also takes account of the enhanced role of local authorities in leading local community and economic development as set out in the Local Government Act 2014.

The Council's external operating environment is highly exposed to international events, most notably the Russian invasion of Ukraine, global unrest and economic instability together with the continuing exposure to the potential for another global pandemic.

Clare has proved its capacity to confront the many challenges of the past 5 years due to the leadership of the Council. It remains well placed over the coming years to continue to take advantage of the many positives in its operating environment whilst also addressing the negative influences arising from international geo-political shifts.

Set out at Appendix 1 is an indicative schedule of Plans and Strategies which influence Clare County Councils activities during the term of this new Corporate Plan.



Internal Factor

Critical to the delivery of this plan across six directorates is the organisations capacity in terms of its financial resources, staff resources, organisation structure, training, technology, governance and work practises.

Human Resource Management - A skilled and committed workforce supported by training development and enabling technologies is key to achieving the strategies outlined in this plan. Clare County Council remains committed to the recruitment, development, support and training of our staff. Supporting employee wellbeing and welfare is imperative. We will continue to provide appropriate training and development packages to help our elected members in carrying out their functions.

Information Communication Technology - Clare County Council recognises the essential role technology plays now and in the future. Technological advancements are occurring at an unprecedented pace. During the Covid-19 pandemic, Clare County Council made progress in digitising both public and internal services. Clare County Council will continue to build on these successes and use technology to support the improvement in service delivery to the people of Clare.

Clare County Council will continue to modernise its ICT services, aiming to deliver an inclusive, people and community-focused digital program providing secure and accessible online services. This initiative is supported by a commitment to upskilling Clare County Council staff and equipping them with the necessary digital systems to deliver better services. Our service delivery is underpinned by a strong commitment to ensuring the safety and privacy of our service users.

Clare County Council objectives are aligned to both national and European digital strategies including the European Digital Decade and Connecting Government 2030.

Clare County Council's dedication to sustainability is also reflected in our digital initiatives. Using technology, we aim to reduce our carbon footprint through the adoption of digital solutions that minimise paper usage and travel requirements. Clare County Council is not only keeping pace with technological advancements but is also leading the way in creating a more connected, efficient, and inclusive digital service for all in Clare.

Clare County Council will continue to roll-out enhanced digitalisation across public services to support the development of Smart Places across the County whilst ensuring continuation of in-person and online locally available services in line with our Public Sector Duty.

Public Sector Duty

Clare County Council is committed to its statutory obligation under the Irish Human Rights Equality Act 2014 to eliminate discrimination, promote equality of opportunity and protect the human rights of staff and of those to whom it provides services. The Council will continue to assess and address the human rights and equality issues relevant to the councils purpose and functions and put in place the required actions to address those issues under the statutory obligation under Section 42 of the Irish Human Rights and Equality Act 2014 to eliminate discrimination, (under the grounds of gender, marital status, family status, sexual orientation, religious belief, age, disability, race and membership of the Traveller Community) protect human rights and promote equality of opportunity (Public



Sector Equality and Human Rights Duty). The Council's current Public Sector duty assessment is outlined in Appendix 5.

Business Innovation

In a continuous changing environment influenced by both external and internal factors, the demand for response to change is great. We are committed to examining our internal systems, structures and work practises to ensure that we are best placed to respond to service demands.

To assist achieving this, the Business Innovation Team, consisting of representatives from all Directorates, continue to progress the development and delivery of services as outlined in Clare County Council's Innovation Strategy, by embracing our unique environment, people and resources to deliver for Clare. For the period 2024-2029, priorities for innovation will be identified by the Innovation team, initiatives and actions set out for each priority and a path to make the innovation real through an implementation plan.

Financial Resources The delivery of this plan is heavily reliant on a stable finance structure. We will continue to optimise available income sources and continue to advocate for an allocation of 100% Local property tax revenue to this Council. It must be acknowledged that changing International, National and Local Economic Climates will have a defining influence on the extent to which the Council can deliver on its services and strategic objectives. The preparation and adoption of the annual revenue budget is a vital component of this plan.

Green Public Procurement

The Council is mindful of the Government's Green Public Procurement (GPP) Strategy and



Action Plan 2024-2027 and the requirement for all public bodies, in updating their corporate plans, to set out how they will adhere to the Government's GPP Strategy and Action Plan obligations. In order to fulfil our obligations in regard to Green Public Procurement, the Clare County Council Green Public Procurement Strategy was adopted by the Council's Management Team in July 2024. This was in keeping with Objective G2.5 of the Clare Climate Action Plan 2024-2029 requires that Clare County Council '*Develop a Green Public Procurement (GPP) Strategy to ensure GPP is mainstreamed through all sections of Clare County Council*'.

The Council's GPP strategy reflects the Government's GPP targets and objectives and EU direction in regard to GPP/in regard to how tenders can incorporate green/sustainable specifications, green/sustainable award criteria etc.

Designated Activity Companies (DACs)

The role of Local Government has evolved under the Local Government Act whereby local government can "engage in such activities or take such measures as it considers necessary or desirable to promote the interest of the local community" Clare County Council has created a number of special purpose vehicles to deliver on a number of economic, tourism and cultural objectives, such as the Glor, Ennis 2040 DAC, Clare Tourism DAC.

Governance

Clare County Council implement and maintains the highest standards of ethics and governance, standards in public office, management of fair and impartial regulation, adherence to legislation, the public spending code and public procurement requirements, continuous

improvement in standards, monitoring business and financial performance, ensuring value for money across all the Council's activities.

Risk Management

Clare County Council reviews and implements effective Internal Controls and Risk management systems across all operations and activities.

Health and Safety

Clare County Council promotes and supports the Safety, Health and Welfare of all employees through the implementation of an organisation-wide Safety Management System.

Irish Language

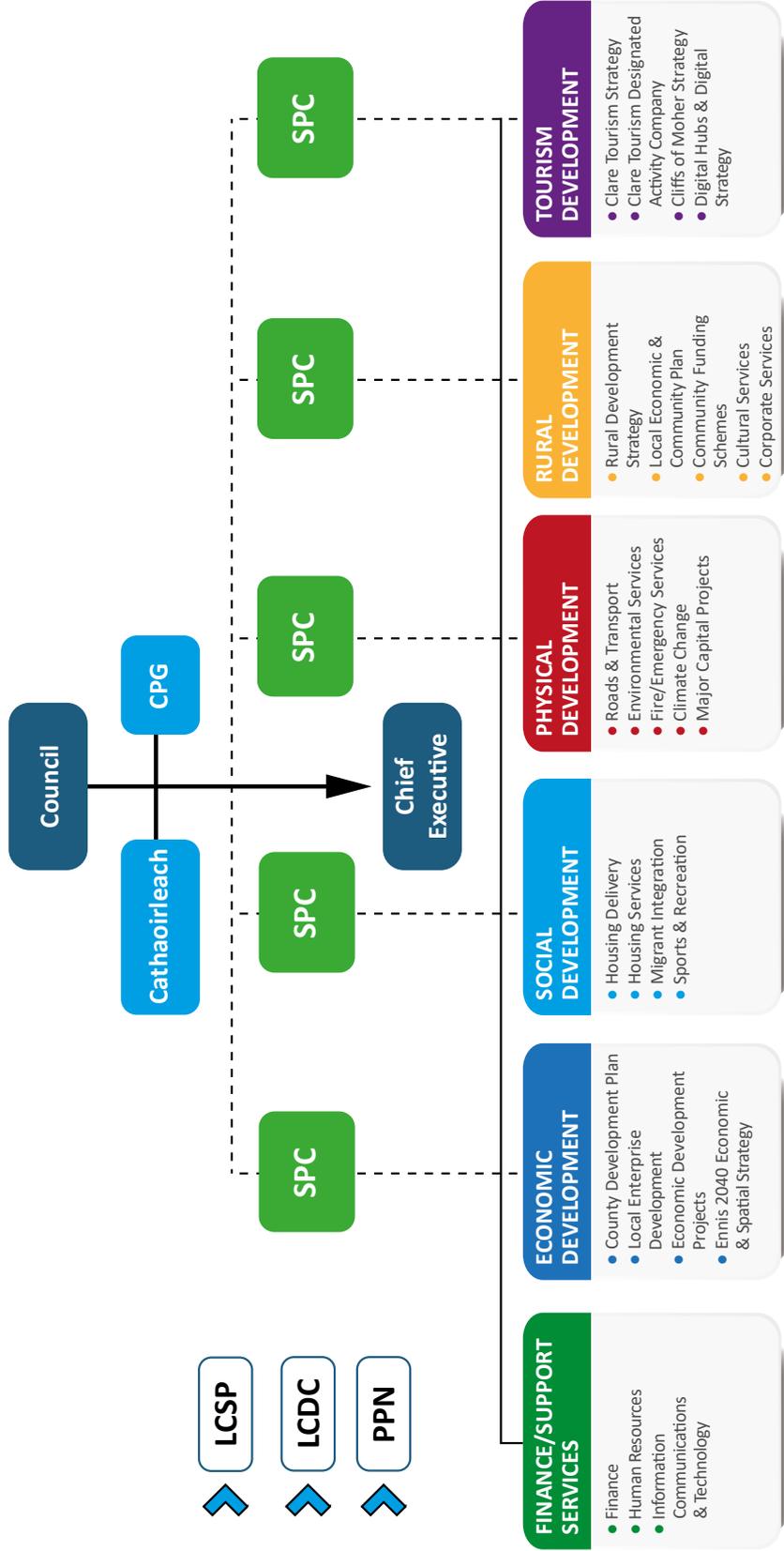
Clare County Council recognises it's vital role and obligations under the Official Languages (Amendment) Act 2021 and will continue to implement the provisions of the legislation. We will provide Council services through Irish to anyone wishing to deal with us through the Irish language.

We will promote the Irish language across our operations and services and through our various media channels and continue to engage with and support the Irish-language community in Clare.



LOCAL GOVERNMENT AND CLARE COUNTY COUNCIL

Operating Structure





The Council operates through its elected members, working in partnership with the executive to develop, implement and deliver a range of policies, projects and activities to the people of County Clare. Clare County Council is at the heart of the local community and delivers vital local services.

The Council consists of twenty eight Elected Members (Councillors) drawn from four Municipal Districts who collectively act as the board of the Council working in partnership with the executive to develop and implement policy. The Councillors are assigned specific “Reserved Functions” under legislation such as the adoption of the Annual Budget and County Development Plans and carry out these functions by formal resolution. The Executive and the Corporate Policy Group and five Strategic Policy Committees assist and advise the Council in this policy role.

The Chief Executive and his staff are responsible for the operational activities of Clare County Council. They oversee the day-to-day management and administration of the services and functions of the organisation and operate within Government and Council policy and the Legal Framework governing Local Authorities.

Municipal Districts (MDs)

The Local Government Reform Act 2014 established Municipal Districts, and, in the case of County Clare, the County is broken up into four Municipal Districts.

- Ennis
- Shannon
- Killaloe
- West Clare

Reserved functions are exercised by the Councillors having regard to the division of such functions at two levels as set out in the 2014 act. The local authority members elected from these municipal districts take certain decisions in relation to the districts.

Corporate Policy Group (CPG)

The Corporate Policy Group (CPG) provides a forum for the co-ordination and discussion on policy issues and consists of the Cathaoirleach of the Council who will chair the group together with the chair of each of the Strategic Policy Committees and a representative of any Municipal District not already on the CPG. This group will provide a forum for policy issues which transcend the remit of individual Strategic Policy Committees, and which affect the Council as a whole. CPG is supported by the Chief Executive and the Management Team and is consulted on the preparation of the Annual Budget and the preparation of the Corporate Plan. It provides a forum to ensure co-ordination, consistency and effectiveness in the performance of the Council’s functions.





Strategic Policy Committees (SPC)

The statutory basis for Strategic Policy Committees (SPC's) is set out in Section 48 of the Local Government Act 2001 as amended by Section 41 of the Local Government Reform Act 2014.

The Strategic Policy Committees assist the Council in the formation of policy and are structured around the main functions of the Council. They are made up of Elected Members and representatives of the Social Partners and other Sectoral Interests. Clare County Council has five SPCs namely: -

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

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

Audit Committee

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

Monthly Management Reports

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

Annual Service Delivery Plans

The 2014 Reform Act sets out the requirement to prepare Annual Service Delivery Plans which will act as a mechanism through which the Corporate Plan can be implemented and monitored. The Annual Service Delivery Plans set out how the objectives of the Corporate Plan are to be delivered through supporting strategies and actions which link with annual departmental activities under each of the specific objectives outlined later in this plan.

These Service Delivery Plans will be linked to the Performance Management Development System (PMDS) process, to the budgetary process and to relevant performance indicators as developed by the National Oversight and Audit Commission (NOAC), the national oversight body to the local government sector. The Annual Service Delivery plan will be produced in line with the budget approved by the Councillors. The framing of the annual budget will be done in the context of available resources and may impact on the capacity of the Council to deliver on all of its objectives.



OUR STAKEHOLDERS

Clare County Council does not operate in isolation. We work in conjunction with communities, other agencies, government departments, voluntary associations and the social partners. Therefore, we have a wide range of stakeholders and partnership is a key feature of the environment in which we operate.

The main stakeholders include:

- Government departments
- Environmental Protection Agency (EPA)
- Transport Infrastructure Ireland (TII)
- National Transport Authority (NTA)
- Southern Regional Assembly
- Local Government Management Agency (LGMA)
- Health Services Executive (HSE)
- Voluntary housing associations
- Development associations, tidy town committees, etc.
- Other local authorities
- Clare Local Development Company
- Clare Age Friendly Alliance Board
- Clare Youth Services
- Irish Human Rights and Equality Commission
- Educational Sectors
- IDA Ireland
- Enterprise Ireland
- Public utilities - ESB, Eircom
- An Bord Pleanála
- Strategic Policy Committees
- Staff and elected members
- Trade unions
- Local Community Safety Partnerships
- Uisce Éireann
- Road Safety Association
- Irish Local Government Association
- Arts Council
- National Federation of Group Water Schemes
- Chambers of commerce
- Public Participation Network
- Older Peoples Council
- Shannon Group
- Limerick and Clare Education & Training Board
- LCDC
- Social Inclusion Representative Groups
- An Garda Síochana

Clare County Council has entered into Service Level Agreements where the delivery of services is formally defined and particular aspects of the services - scope, quality and responsibilities - are agreed between the County Council and third parties. Such Service Level Agreements include Enterprise Ireland and the Food Safety Authority.



STRATEGIC OBJECTIVES 2024-2029

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

Housing for All

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

Economic Growth

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

Physical Infrastructure

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

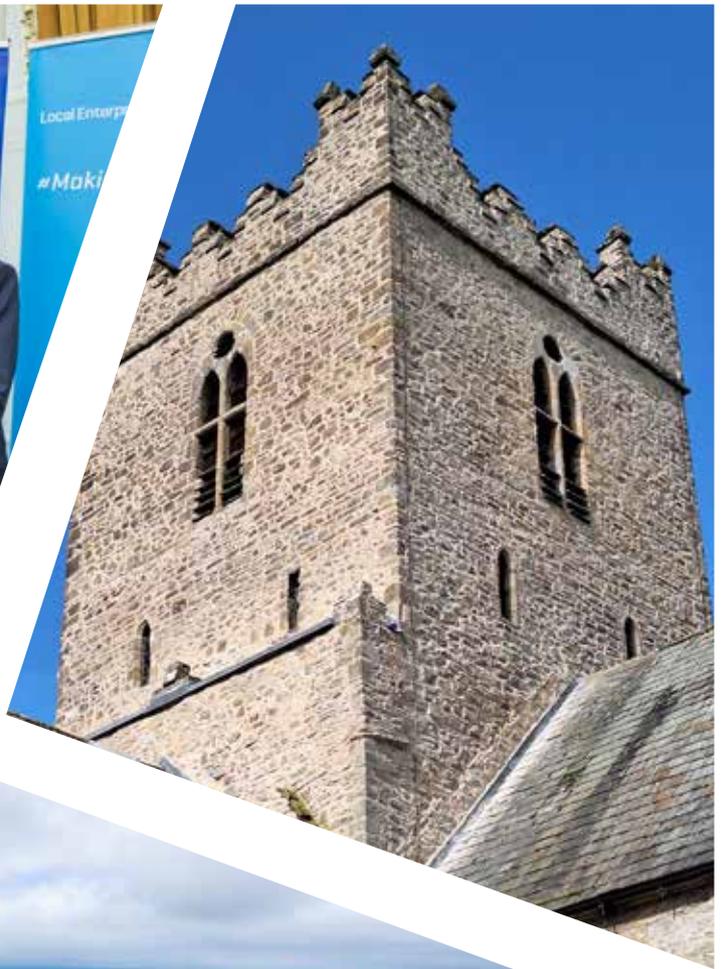
Sustainable Tourism

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

Quality of Life

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



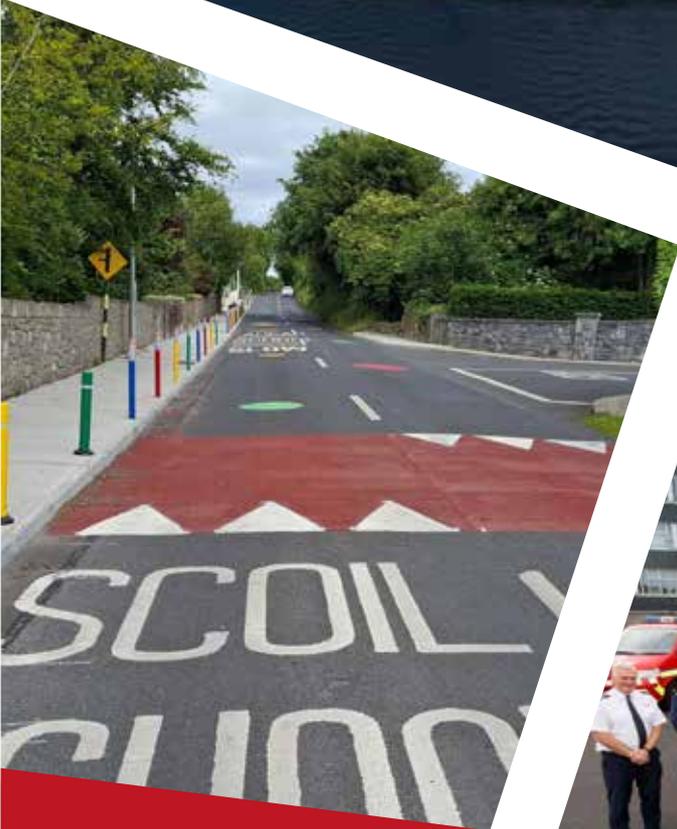


Economic Development

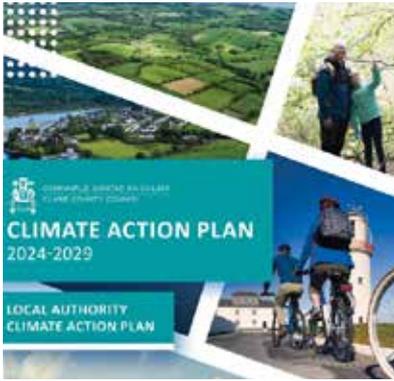


Priority Actions Economic Development:

1.	Development of Roche as a World Class Opportunity Site, including securing lands for new access to the site, marketing the site and community engagement, with the primary objective to identify sustainable employment on the site by 2027.
2.	Progress the implementation of the physical, social and economic objectives of the Ennis 2040 Economic and Spatial Strategy.
3.	Take steps towards the delivery of private housing solutions across the county.
4.	Secure funding and progress delivery of the One Shannon Hub
5.	Support the development of Data Centres in County Clare
6.	Progress the implementation of a programme of projects applicable to Clare in line with the Government’s Shannon Estuary Economic Taskforce Report, the Shannon Integrated Framework Plan (SIFP) and the West Coast maritime area.
7.	Progress with the University of Limerick the application for the designation of a Strategic Development Zone (SDZ) for the South Clare Economic Corridor/ UL and prepare a Planning Scheme for same
8.	Continue work on tackling dereliction in the County, advancing the CPO Activation Programme and progress further the implementation of Government’s Vacant Homes Action Plan, in particular the promotion and administration of the Vacant Property Refurbishment Grant.
9.	Through the Local Enterprise Office, support the development, productivity and sustainability of local enterprises facilitating employment opportunities underpinning economic vibrancy throughout the County.
10.	Ennis MD Work collaboratively with all Directorates and the Elected Members as well as external stakeholders to drive the economic, social and cultural development of the Ennis Municipal District



Physical Development



Priority Actions Physical Development:

1.	Coordinate and drive the implementation of the Climate Action Plan 2024 - 2029 on a whole-of-organisation basis including working with the CARO and relevant stakeholder.
2.	Ensure strong Health and Safety systems are in place, promoting a positive H&S culture in the organisation and to maintain and expand the ISO 45001 accreditation.
3.	Prepare and implement the multi annual Roads Investment & Maintenance Programme in association with the Municipal Districts.
4.	Support the delivery of Council projects through the General Design Office.
5.	Delivery of Fire & Emergency Services including continued capital investments and adoption of the Section 26 Fire & Emergency Operations Plan.
6.	Through the Road Design Office support the delivery and implementation of safety improvement, rehabilitation and enhancement schemes and delivery of relevant programmes and plans.
7.	Deliver priority infrastructure projects through the Project Management Office, embedding a project management approach and ethos across the organisation.
8.	Implement the Environmental Services Programme addressing specific aspects of the environment in County Clare.
9.	Work with Uisce Éireann on the finalisation of the transition process and Implement the Rural Water Programme.
10.	Shannon MD Work collaboratively with all Directorates and the Elected Members as well as external stakeholders to drive the economic, social and cultural development of the Shannon Municipal District.



Social Development



Priority Actions Social Development:	
1.	Deliver Social Housing under Housing for All and any other schemes that may be launched under International Protection.
2.	Identify and progress opportunity sites and projects to deliver a range of accommodation solutions for the county.
3.	Develop the Defective Concrete Blocks Redress Scheme, Housing Refurbishment, and Housing Asset Management programs.
4.	Deliver enhanced Homeless Services and a new Traveller Accommodation Plan
5.	Develop a County Sports Plan and deliver a range of capital improvements in our Sports Infrastructure.
6.	Coordinate the Community Response Forum and develop a Migrant Integration Strategy for Clare
7.	West Clare MD Work collaboratively with all Directorates and the Elected Members as well as external stakeholders to drive the economic, social and cultural development of the West Clare Municipal District (North Clare LEA).



hi
Healthy
Ireland
Clare



Rural Development



Priority Actions Rural Development:

1.	Manage the implementation of the Clare Local Economic and Community Plan (LECP) 2024 to 2030 through the Local Community Development Committee (LCDC) and Economic SPC.
2.	Support the Clare Rural Development Forum to guide the implementation, monitoring and evaluation process for the Clare Rural Development Strategy 2030.
3.	Implementation of the Age Friendly Strategy and the Healthy Clare Action Plan.
4.	Implementation of the Local Community Safety Plan through the Local Community Safety Partnership and community stakeholders.
5.	Management and maintenance of Burial Grounds to ensure adequate capacity and standards.
6.	Oversight and provision of supports for Community Playgrounds.
7.	Coordination and management of Dept of Rural & Community Development and Clare County Council grant funded schemes.
8.	Support the Rural Development Coordination Group & Capital Services Delivery Team to secure delivery of DRCD funded projects.
9.	Promote and support community development and community engagement initiatives countywide.
10.	10. Establish develop and promote the New De Velara County Library and Súil Art Gallery in Ennis - to unify the performing arts with the literary and visual.
11.	Further enhance Corporate Governance and compliance with legislative requirements to include Data Protection, Freedom of Information, Protected Disclosures and Local Government Acts.
12.	Continue to identify and support opportunities for innovation and digitisation while ensuring adherence to best practice.
13.	Killaloe MD Implement the objectives of the Killaloe MD strategy and workplan and work collaboratively with all Directorates and the Elected Members as well as external stakeholders to drive the economic, social and cultural development of the Killaloe Municipal District.



Tourism Development



Priority Actions Tourism Development:	
1.	Deliver projects under Clare Tourism Strategy 2030 working with agencies, industry, Clare Tourism Forum.
2.	Lead tourism development in Clare to promote and develop sustainable tourism in the county.
3.	Deliver projects under Cliffs of Moher Strategy 2040.
4.	Finalise and manage the integration of the tourism Special Purpose Vehicles into one Clare Tourism Designated Company.
5.	Manage and develop seven Council owned tourism sites.
6.	Develop digital hubs, broadband and Digital Strategy.
7.	Development of a new Burren and Cliffs of Moher UNESCO Global Geopark Strategic Management Plan (five year).
8.	West Clare MD Implementation of the West Clare Strategic Priorities Plan Work collaboratively with all Directorates and the Elected Members as well as external stakeholders to drive the economic, social and cultural development of the West Clare Municipal District (Kilrush LEA)



Finance and Support Services



Priority Actions Finance and Support Services:

1.	Underpin the Physical, Social, Economic, Rural and Tourism Directorates' strategic and operational plans with Finance, Human Resources, and ICT Services to support in the delivery of their objective.
2.	Complete and lead the implementation of the Council Equality and Human Rights Action Plan 2024-2029.
3.	Develop and implement a Marketing and Recruitment campaign to attract talent to Clare County Council as an employer of choice to deliver the strategic priorities and objectives of the Council Directorates.
4.	Continue to develop and implement Tax Compliance processes and procedures in addressing areas of compliance as New Tax legislation and sector requirements emerge.
5.	Develop and implement a multi-year Strategic Internal Audit plan in consultation with relevant stakeholders.
6.	Continue to have an integral ICT role in Innovation and the delivery of both internal and external digital services to include systems to implement NIS 2 cyber security controls.
7.	Complete Review of large Scale Capital Projects in various stages of planning to align to annual budget planning and adoption to include agreeing priorities within financial and non financial resources.



IMPLEMENTATION, MONITORING AND REVIEW

The performance of the Council against the objectives set out in this Corporate Plan will be assessed on a frequent and structured basis. The plan sets out the framework for the annual service delivery plan. Section 134A of the local government Act 2001 as amended by section 50 of the local government act 2014 requires that an annual service delivery plan be prepared setting out in detail the activities to be undertaken across all directorates to deliver on the objectives of the Corporate Plan.

Section 34 of the Local Government Act 2001 requires that the Council include a progress report on the implementation of the Corporate Plan in each year's Annual Report. The Council complies with this requirement on an annual basis, presenting the report to members. In addition, updates are provided monthly in the Chief Executives Monthly Management Report to Council.

The National Oversight and Audit Commission (NOAC) will assess the adequacy of the Corporate Plan and evaluate its implementation. A copy of the plan when adopted will be submitted to NOAC. The Performance Indicators as determined by NOAC will serve to monitor the performance of the Council on an annual basis.

Set out in Appendix 6 are the KEY PERFORMANCE INDICATORS.



APPENDICES

Appendix 1

Indicative list of strategies/plans influencing local government activities

National/EU

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



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

Regional

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

- Mid West Regional Enterprise Plan - 2020

Local

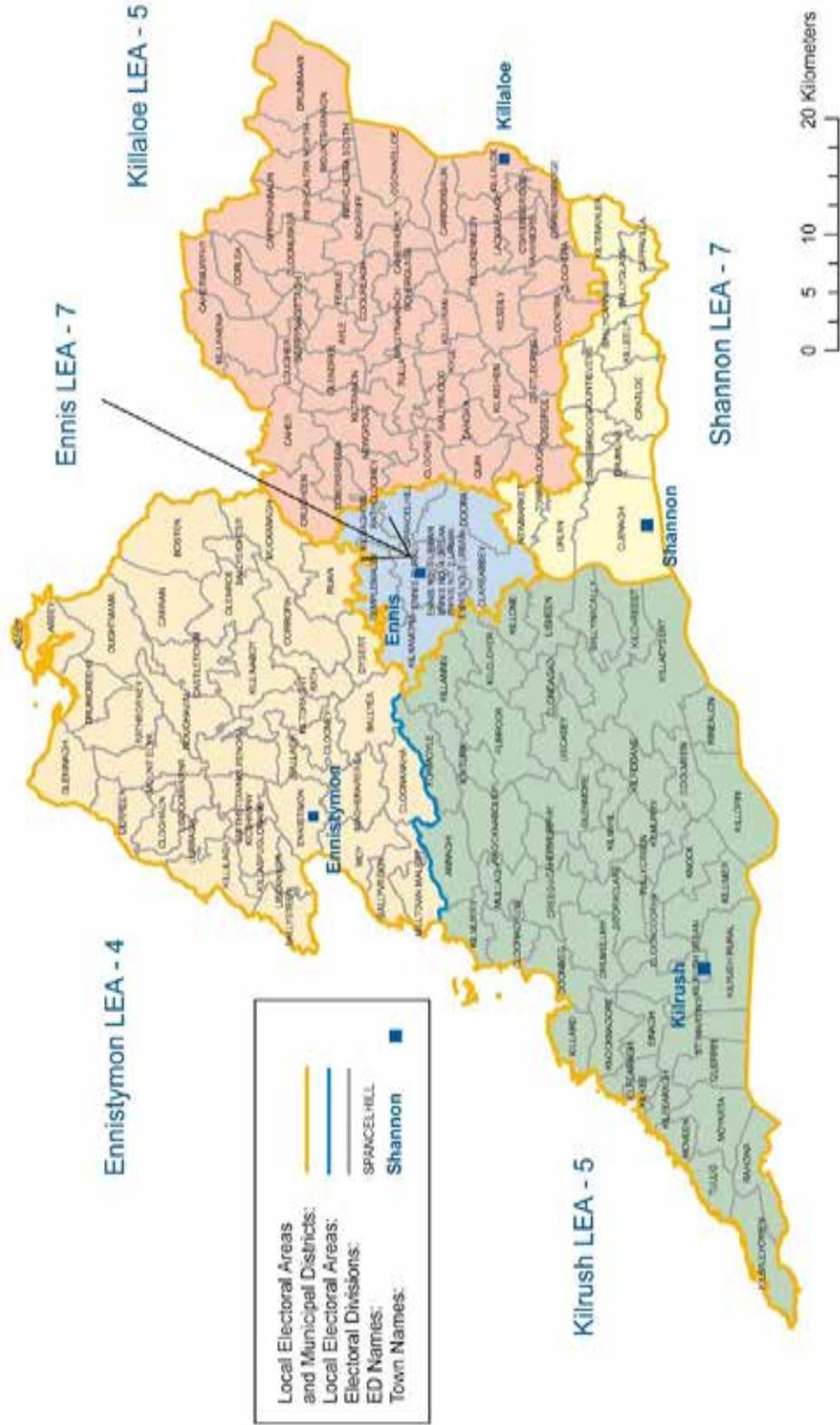
- County Clare Local Economic and Community Plan 2024-2030
- Clare Age Friendly Strategy 2024-2030
- Healthy Clare Action Plan
- Local Enterprise Development Plan
- Clare County Development Plan 2023-2029
- Local Area Plans
- Clare Tourism Strategy 2030
- Clare Climate Action Plan 2024-2029
- Clare Digital Strategy 2023 - A Five Year Strategy
- Ennis 2040 Economic and Spatial Strategy
- Enforcement of Energy Performance of Buildings Directive
- Framework for Building Control Authorities - Ensuring effective Building Control administration, inspections and enforcement
- County Clare Children and Young People's Services Plan 2019 - 2021
- Market Surveillance of construction products (S.I. No. 225 of 2013) under Construction Products Regulation EU No. 305/2011
- Clare County Council - Arts Plan 2019-2023
- Charting the Future - the hybrid library, Clare Library Development plan 2023-2027
- Creative Ireland Programme 2023-2027
- Culture and Creativity Strategy 2018-2022
- Clare County Heritage Plan 2024-2030
- Clare Homeless Action Plan 2022-2025
- Clare Rural Development Strategy 2030
- Corporate Procurement Plan 2022-2024
- Housing Action Delivery Plan 2022-2026



Appendix 2 - Clare Electoral Area Boundary Map

Local Electoral Area Boundary Committee No. 1 Report 2018

County Clare





Appendix 3 - Clare County Councillors



Ennis Municipal District (7 Seats)



Pat Daly
(FF)



Mary Howard
(FG)



Paul Murphy
(FG)



Antoinette Baker
Bashua (FF)



Tommy Guilfoyle
(SF)



Clare Colleran
Molloy (FF)



Tom O'Callaghan
(FF)

Killaloe Municipal District (5 Seats)



Joe Cooney
(FG)



Pat Hayes
(FF)



Alan O'Callaghan
(FG)



Pat Burke
(FG)



Tony O'Brien
(FF)

Shannon Municipal District (7 Seats)



David Griffin
(FF)



Donna McGettigan
(SF)



John Crowe
(FG)



Rachel Hartigan
(FF)



Pat O'Gorman
(FF)



Michael Begley
(NP)



Tony Mulcahy
(FG)

West Clare Municipal District (9 Seats)



Bill Slattery
(FG)



Joe Garrihy
(FG)



Shane Talty
(FF)



Joe Killeen
(FF)



Dinny Gould
(NP)



Ian Lynch
(NP)



Rita McInerney
(FF)



Gabriel Keating
(FG)



Michael Shannon
(FF)



Appendix 4 - SDGs - Sustainable Development Goals

Accelerator tool results of the SDG review of the Corporate Plan 2024 - 2029



17 SDG Goals and Targets





Appendix 5 - Public Sector Duty Assessment

Assessment of Human Rights and Equality Issues

Clare County Council has established a cross directorate working group to implement the Public Sector Duty for Equality and Human Rights. The assessment identifies human rights and equality issues for service users and staff of Clare County Council. These issues or challenges will form the development of the council's Public Sector Duty Plan.

Assess

The assessment is based largely on ground specific plans and strategies which have direct or indirect influence related to the nine grounds of discrimination. In addition, those at risk of poverty and rights holders under the various human rights instruments relevant to functions and purposes of the council.

The below listed are current plans in place that directly and indirectly target the identified groups for the Public Sector Equality Human Rights Duty in addressing accessibility, diversity, dignity and participation. The table below highlights the quantitative and qualitative data sources used to inform the council's public sector duty. Extensive public consultation has been carried out in the development of the below plans. The assessment will be reviewed and updated periodically as new plans and strategies are developed and published.

Sources of data for assessment include:

Quantitative Data Sources	Qualitative via Public Consultation
Local Sports and Physical Activity Plan for Clare Surveys	Local Economic and Community Plan (LECP)
CSO Census 2022	SICAP (Social Inclusion & Community Activation Programme)
SICAP/Pobal Lot Summary Report for Clare 2023	Local Sport and Physical Activity Plan for Clare
Pobal Deprivation Scores	Clare Age Friendly Strategy
Clare Anti-Poverty Report 2022	Clare Libraries Development Plan
Clare County Council's Social Housing Waiting List	County Clare Strategy for Housing People with a Disability
Clare Age Friendly Survey 2024	Clare Rural Development Strategy
Clare County Council Staff Engagement Surveys 2024	Clare County Council Arts Plan
Beneficiaries of Temp. Accom. Figures 2024	Local Government Digital & ICT Strategy 2030
IPAS accommodation data.	Clare County Council Corporate Plan
Clare County Council Disability Census	Clare Migrant Integration Strategy
Clare County Council Learning and Development Plan	Creative Ireland Strategy



Address

The issues identified will be addressed under the following themes:

- Capacity Building
- Communication
- Consultation

The challenges addressed in the assessment will inform Clare County Council's Public Sector Duty Plan in order to meet the council's legislative requirements. Reporting on actions addressed will be conducted annually in line with the council's Annual Report.

Appendix 6 - Key Performance Indicators

There are 35 local authority performance indicators, as follows:

- Housing (H1 to H7)
- Roads (R1 to R3)
- Waste/Environment (E1 to E7)
- Water (W1 and W2)
- Planning (P1 to P5)
- Fire Service (F1 to F3)
- Library/Recreation (L1 and L2)
- Youth/Community (Y1 and Y2)
- Corporate (C1 to C5)
- Finance (M1 to M4)
- Economic Development (J1 to J5)



KPI Report

Performance Indicators

01/01/2023 - 31/12/2023 (Annual) Clare County Council

Topic	Indicator	Value	Comment
Housing: H1, H2 & H4 Approved	A. Number of dwellings in the ownership of the local authority at 1/1/2023	2860	
	B. Number of dwellings added to the local authority owned stock during 2023 (whether constructed or acquired)	41	45 No. as per Dept Stats for NOAC. Difference referred to 5 units counted at Maddens Terrace, Clarecastle but only 2 properties, also 272 Newtown Corofin added to stock numbers when purchased but major refurb completed in 2023.
	C. Number of local authority owned dwellings sold in 2023	7	
	D. Number of local authority owned dwellings demolished in 2023	0	
	E. Number of dwellings in the ownership of the local authority at 31/12/2023	2894	
	F. Number of local authority owned dwellings planned for demolition under a DHLGH approved scheme at 31/12/2023	1	
	A. The percentage of the total number of local authority owned dwellings that were vacant on 31/12/2023	2.59 %	
	The number of dwellings within their overall stock that were not tenanted on 31/12/2023	75	
	A. Expenditure during 2023 on the maintenance of local authority housing compiled from 1 January 2023 to 31 December 2023, divided by the no. of dwellings in the local authority stock at 31/12/2023, i.e. the H1E less H1F indicator figure	€1539.67	
	Housing: H1, H2 & H4 Approved	Expenditure on maintenance of local authority stock compiled from 1 January 2023 to 31 December 2023, including planned maintenance and expenditure that qualified for grants, such as Sustainable Energy Authority of Ireland (SEAI) grants for energy efficient retro-fitting works but excluding expenditure on vacant properties and expenditure under approved major refurbishment schemes (i.e. approved Regeneration or under the Remedial Works Schemes).	€4454256
Housing: H3 & H5 Approved	A. The time taken from the date of vacation of a dwelling to the date in 2023 when the dwelling is re-tenanted, averaged across all dwellings re-let during 2023	36.66 wk	
	B. The cost expended on getting the dwellings re-tenanted in 2023, averaged across all dwellings re-let in 2023	€26625.37	
	The number of dwellings that were re-tenanted on any date in 2023 (but excluding all those that had been vacant due to an estate-wide refurbishment scheme)	77	
	The number of weeks from the date of vacation to the date the dwelling is re-tenanted	2823 wk	
	Total expenditure on works necessary to enable re-letting of the dwellings	€2050153.46	
	A. Total number of registered tenancies in the LA area at the end of June 2023	4818	
	B. Number of rented dwellings inspected in 2023	1000	
	C. Percentage of inspected dwellings in 2023 not compliant with the Standards Regulations	91.07 %	
	D. Number of dwellings deemed compliant in 2023 (including those originally deemed non-compliant)	186	
	E. The number of inspections (including reinspections) undertaken by the local authority in 2023	1105	



Topic	Indicator	Value	Comment
Housing: H3 & H5			
Housing: H6 Approved	A. Number of adult individuals in emergency accommodation that are long-term (i.e. 6 months or more within the previous year) homeless as a percentage of the total number of homeless adult individuals in emergency accommodation at the end of 2023	36.59 %	
	The number of adult individuals classified as homeless and in emergency accommodation on the night of 31 December 2023 as recorded on the PASS system	82	
	The number out of those individuals who, on 31/12/2023, had been in emergency accommodation for 6 months continuously, or for 6 months cumulatively within the previous 12 months	30	
Housing: H7 Approved	A. (1) Total number of houses retrofitted between 01/01/2023 and 31/12/2023 under the Social Housing Retrofit Programme	43	
	A. (2) Number of houses that achieved a BER rating of B2 or above between 01/01/2023 and 31/12/2023 under the Social Housing Retrofit Programme	43	
	A. (3) Number of heat pumps installed in those houses between 01/01/2023 and 31/12/2023 under the Social Housing Retrofit Programme	43	
	B. Total annual energy savings in MWh from houses retrofitted between 01/01/2023 and 31/12/2023 under the Social Housing Retrofit Programme	692.7 MWh	
	C. Total carbon emission reduction tCo2 from houses retrofitted between 01/01/2023 and 31/12/2023 under the Social Housing Retrofit Programme	214.4	
Roads: R1 & R2 Approved	A. (a) The percentage of Regional roads that received a PSCI rating in the 24 month period prior to 31/12/2023	80.81 %	
Roads: R1 & R2 Approved	A. (b) The percentage of Local Primary roads that received a PSCI rating in the 24 month period prior to 31/12/2023	81.09 %	
	A. (c) The percentage of Local Secondary roads that received a PSCI rating in the 24 month period prior to 31/12/2023	82.88 %	
	A. (d) The percentage of Local Tertiary roads that received a PSCI rating in the 60 month period prior to 31/12/2023	87.44 %	
	B. (a.1) The percentage length of Regional roads that received a PSCI rating of 1-4 in the 24 month period prior to 31/12/2023	2.39 %	
	B. (a.2) The percentage length of Regional roads that received a PSCI rating of 5-6 in the 24 month period prior to 31/12/2023	9.06 %	
	B. (a.3) The percentage length of Regional roads that received a PSCI rating of 7-8 in the 24 month period prior to 31/12/2023	43.65 %	
	B. (a.4) The percentage length of Regional roads that received a PSCI rating of 9-10 in the 24 month period prior to 31/12/2023	25.70 %	
	B. (b.1) The percentage length of Local Primary roads that received a PSCI rating of 1-4 in the 24 month period prior to 31/12/2023	3.35 %	
	B. (b.2) The percentage length of Local Primary roads that received a PSCI rating of 5-6 in the 24 month period prior to 31/12/2023	14.98 %	
	B. (b.3) The percentage length of Local Primary roads that received a PSCI rating of 7-8 in the 24 month period prior to 31/12/2023	43.99 %	
	B. (b.4) The percentage length of Local Primary roads that received a PSCI rating of 9-10 in the 24 month period prior to 31/12/2023	18.86 %	
	B. (c.1) The percentage length of Local Secondary roads that received a PSCI rating of 1-4 in the 24 month period prior to 31/12/2023	7.14 %	
	B. (c.2) The percentage length of Local Secondary roads that received a PSCI rating of 5-6 in the 24 month period prior to 31/12/2023	20.21 %	



Topic	Indicator	Value	Comment
Roads: R1 & R2 Approved	B. (c.3) The percentage length of Local Secondary roads that received a PSCI rating of 7-8 in the 24 month period prior to 31/12/2023	42.18 %	
	B. (c.4) The percentage length of Local Secondary roads that received a PSCI rating of 9-10 in the 24 month period prior to 31/12/2023	13.40 %	
	B. (d.1) The percentage length of Local Tertiary roads that received a PSCI rating of 1-4 in the 60 month period prior to 31/12/2023	27.98 %	
	B. (d.2) The percentage length of Local Tertiary roads that received a PSCI rating of 5-6 in the 60 month period prior to 31/12/2023	21.49 %	
	B. (d.3) The percentage length of Local Tertiary roads that received a PSCI rating of 7-8 in the 60 month period prior to 31/12/2023	27.65 %	
	B. (d.4) The percentage length of Local Tertiary roads that received a PSCI rating of 9-10 in the 60 month period prior to 31/12/2023	10.31 %	
	A.1 Kilometres of regional road strengthened during 2023	14.5 km	
	A.2 The amount expended on regional roads strengthening work during 2023	€5078879.00	
	A.3 The average unit cost of regional road strengthening works per square metre (€/m2)	€53.15	
	B.1 Kilometres of regional road resealed during 2023	14.3 km	Correct length 14.3km
	B.2 The amount expended on regional road resealing work during 2023	€595452.00	Correct amount €595,452
	B.3 The average unit cost of regional road resealing works per square metre (€/m2)	€6.92	Correct average unit cost 6.92 per m2
	C.1 Kilometres of local road strengthened during 2023	88.9 km	
	C2. The amount expended on local road strengthening work during 2023	€9337855.00	
	Roads: R1 & R2 Approved	C.3 The average unit cost of local road strengthening works per square metre (€/m2)	€26.96
D.1 Kilometres of local road resealed during 2023		122.8 km	
D.2 The amount expended on local road resealing work during 2023		€2934853.00	
D.3 The average unit cost of local road resealing works per square metre (€/m2)		€5.67	
Motor Tax: R3 Approved	A. The percentage of motor tax transactions which were dealt with online (i.e. transaction is processed and the tax disc is issued) in 2023	81.94 %	
Water: W1 & W2 Approved	Percentage of drinking water in private schemes in compliance with statutory requirements	97.64 %	
	The number of registered schemes monitored by each local authority as a percentage of total schemes registered	21.43 %	
	How many local authority registered schemes were monitored in 2023	42	Clare County Council have 196 schemes Registered We have monitored 42 schemes . We are only required to monitor those 42 schemes as per the requirement of the Drinking Water Regulations. This is therefore 100% compliance. The word Registered is somewhat misleading as there is no such thing as a registration process for Group Water Schemes.



Topic	Indicator	Value	Comment
Water: W1 & W2 Approved	Total number of registered schemes in 2023	196	Clare County Council have 196 schemes Registered We have monitored 42 schemes . We are only required to monitor those 42 schemes as per the requirement of the Drinking Water Regulations. This is therefore 100% compliance. The word Registered is somewhat misleading as there is no such thing as a registration process for Group Water Schemes.
Waste: E1 Approved	A. The number of households which availed of a 3-bin service offered by a licensed operator at 31/12/2023	34303	
	B. The percentage of households within the local authority that the number at A represents (based on agglomerations of more than 500)	201.89 %	
Environmental Pollution: E2 Approved	A. Total number of pollution cases in respect of which a complaint was made during 2023	1060	This covers Waste, Water, Wastewater, Air and Noise
	A. Number of pollution cases closed from 1/1/2023 to 31/12/2023	889	This covers Waste, Water, Wastewater, Air and Noise
	A. Total number of pollution cases on hands at 31/12/2023	200	This covers Waste, Water, Wastewater, Air and Noise
	The opening number of pollution cases carried forward from the year end 2022	29	This covers Waste, Water, Wastewater, Air and Noise
Litter Pollution: E3 Approved	A1. The percentage of the area within the local authority that when surveyed in 2023 was unpolluted or litter free	26 %	
	A2. The percentage of the area within the local authority that when surveyed in 2023 was slightly polluted	70 %	
Litter Pollution: E3 Approved	A3. The percentage of the area within the local authority that when surveyed in 2023 was moderately polluted	4 %	
	A4. The percentage of the area within the local authority that when surveyed in 2023 was significantly polluted	0 %	
	A5. The percentage of the area within the local authority that when surveyed in 2023 was grossly polluted	0 %	
Green Flag Status: E4 Approved	A. The percentage of schools that have been awarded/renewed green flag status in the two years to 31 December 2023	31.01 %	
	Schools which attained a Green Flag for the first time in 2023	1	
	Schools which renewed their Green Flag in 2023	18	
	Schools which held a Green Flag from 2022 and therefore do not require renewal until 2024	21	
Energy Efficiency: E5 Approved	A. The cumulative percentage of energy savings achieved by 31/12/2023 relative to baseline year (2009)	-38.30 %	
Public Lighting: E6 Approved	A. Total annual consumption of the public lighting system	3715.91 MWh	
	B. Average wattage of each public light	72.78 W	
	C. Percentage of the total system that LED lights represent	69.43 %	
	Number of LED lights in the public lighting system	10412	
	Number of non-LED lights in the public lighting system	4585	
Climate Change: E7 Approved	1 a) Does the local authority have a designated (FTE) Climate Action Coordinator?	Yes	
	1 b) Does the local authority have a designated (FTE) Climate Action Officer?	Yes	
	2. Does the local authority have a climate action team?	Yes	



Topic	Indicator	Value	Comment
Climate Change: E7			
Planning: P1 Approved	A. Buildings inspected as a percentage of new buildings notified to the local authority	13.97 %	
	Total number of new buildings notified to the local authority i.e. buildings where a valid Commencement Notice was served in the period 1/1/2023 to 31/12/2023 by a builder or developer on the local authority	716	
	Number of new buildings notified to the local authority in 2023 that were the subject of at least one on-site inspection during 2023 undertaken by the local authority	100	
Planning: P2 & P3 Approved	A. Number of local authority planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the Board on any date in 2023	45	
	B. Percentage of the determinations at A which confirmed (either with or without variation of the plan) the decision made by the local authority	77.78 %	
	Number of determinations confirming the local authority's decision (either with or without variation)	35	
	A. Total number of planning cases referred to or initiated by the local authority in the period 1/1/2023 to 31/12/2023 that were investigated	105	
	B. Total number of investigated cases that were closed during 2023	46	
	C. Percentage of the cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development	47.83 %	
	D. Percentage of the cases at B that were resolved to the local authority's satisfaction through negotiations	15.22 %	
	E. Percentage of the cases at B that were closed due to enforcement proceedings	36.96 %	
Planning: P2 & P3 Approved	F. Total number of planning cases being investigated as at 31/12/2023	742	
	Number of cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development	22	
	Number of cases at B that were resolved to the local authority's satisfaction through negotiations	7	
	Number of cases at B that were closed due to enforcement proceedings	17	
Planning: P4 & P5 Approved	A. The 2023 Annual Financial Statement (AFS) Programme D data divided by the population of the local authority area per the 2022 Census	€36.28	
	AFS Programme D data consisting of D01 - Forward Planning, D02 - Development Management, D03 - Enforcement (inclusive of the relevant Programme D proportion of the central management charge) for 2023	€4641059	
	A. The percentage of applications for fire safety certificates received in 2023 that were decided (granted or refused) within two months of their receipt	56.60 %	
	B. The percentage of applications for fire safety certificates received in 2023 that were decided (granted or refused) within an extended period agreed with the applicant	35.85 %	
	The total number of applications for fire safety certificates received in 2023 that were not withdrawn by the applicant	53	
	The number of applications for fire safety certificates received in 2023 that were decided (granted or refused) within two months of the date of receipt of the application	30	
	The number of applications for fire safety certificates received in 2023 that were decided (granted or refused) within an agreed extended time period	19	



Topic	Indicator	Value	Comment	
Planning: P4 & P5				
Fire Service: F1 Approved	A. The Annual Financial Statement (AFS) Programme E expenditure data for 2023 divided by the population of the local authority area per the 2022 Census figures for the population served by the fire authority as per the Risk Based Approach Phase One reports	€50.86		
	AFS Programme E expenditure data consisting of E11 - Operation of Fire Service and E12 - Fire Prevention for 2023	€6506905		
Fire Service: F2 & F3				
Approved	A. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of fire		min NA	
	B. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of fire	5.07 min		
	C. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of all other (non-fire) emergency incidents		min NA	
	D. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of all other (non-fire) emergency incidents	5.35 min		
	A. Percentage of cases in respect of fire in which first attendance at scene is within 10 minutes	38.21 %		
	B. Percentage of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes	38.51 %		
	C. Percentage of cases in respect of fire in which first attendance at the scene is after 20 minutes	23.28 %		
	D. Percentage of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes	26.10 %		
	E. Percentage of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes	49.60 %		
	Fire Service: F2 & F3			
	Approved	F. Percentage of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes	24.30 %	
Total number of call-outs in respect of fires from 1/1/2023 to 31/12/2023		335		
Number of these fire cases where first fire tender attendance at the scene is within 10 minutes		128		
Number of these fire cases in which first fire tender attendance at the scene is after 10 minutes but within 20 minutes		129		
Number of these fire cases in which first fire tender attendance at the scene is after 20 minutes		78		
Total number of call-outs in respect of all other emergency incidents (i.e. not including fire) from 1/1/2023 to 31/12/2023		502		
Number of these non-fire cases in which first fire tender attendance at the scene is within 10 minutes		131		
Number of these non-fire cases in which first fire tender attendance at the scene is after 10 minutes but within 20 minutes		249		
Number of these non-fire cases in which first fire tender attendance at the scene is after 20 minutes		122		
Library Service: L1				
Approved	A. Number of visits to libraries per head of population for the local authority area per the 2022 Census	2.51		
	B. Number of items issued to library borrowers in the year	387701		
	C. Library active members per head of population	0.18		
	D. Number of registered library members in the year	17897		
	Number of visits to its libraries from 1/1/2023 to 31/12/2023 per automatic counters if used	321400		



Topic	Indicator	Value	Comment
Library Service: L2 Approved	A. The Annual Financial Statement (AFS) Programme F data for 2023 divided by the population of the local authority area per the 2022 Census	€45.85	
	B. The annual per capita expenditure on collections over the period 1/01/2023 to 31/12/2023	€1.74	
	A. AFS Programme F data consisting of F02 - Operation of Library and Archival Service (inclusive of the relevant proportion of the central management charge for Programme F) for 2023	€5866310	
	B. The annual expenditure on new stock acquired by the library in the year	€222892	
Youth and Community: Y1 & Y2 Approved	A. Percentage of local schools involved in the local Youth Council/Comhairle na nÓg scheme	82.35 %	
	Total number of second level schools in the local authority area at 31/12/2023	17	
	Number of second level schools in the local authority area from which representatives attended the local Comhairle na nÓg AGM held in 2023	14	
	A. The number of organisations included in the County Register at 31/12/2023 and the proportion of those organisations that opted to be part of the Social Inclusion College within the PPN	15.26	
	Total number of organisations included in the County Register (maintained in accordance with section 128 of the Local Government Act 2001) for the local authority area as at 31/12/2023	380	
	Total number of those organisations that registered for the first time in 2023	50	
	Number of organisations that opted to join the Social Inclusion Electoral College on whatever date they registered for the PPN	58	
	Corporate: C1, C2, C4 & C5 Approved	A. The wholetime equivalent staffing number as at 31 December 2023	833.05
A. Percentage of paid working days lost to sickness absence through medically certified leave in 2023		4.36 %	
B. Percentage of paid working days lost to sickness absence through self-certified leave in 2023		0.22 %	
Total number of working days lost to sickness absence through medically certified leave in 2023		8672 day	
Total number of working days lost to sickness absence through self-certified leave in 2023		422 day	
Number of unpaid working days lost to sickness absence included within the total of self-certified sick leave days in 2023		7.5 day	
Number of unpaid working days lost to sickness absence included within the total of medically certified sick leave days in 2023		428 day	
If any staff are on long-term sick leave (i.e. a continuous period of more than 4 weeks), include a text note of the number of staff on long-term sick leave		Continuous Period of Sick leave greater than 4 weeks 4 weeks to 3 months - 45 3 months to 6 months - 24 Greater than 6 months - 13	
A. All ICT expenditure in the period from 1/1/2023 to 31/12/2023, divided by the WTE no.		€4014.11	
Total ICT expenditure in 2023		€3343957.05	
A. All ICT expenditure calculated in C4 as a proportion of Revenue expenditure		2.21	
Total Revenue expenditure from 1/1/2023 to 31/12/2023 before transfers to or from reserves		151528982	
Corporate: C3 Approved		A. The per capita total page views of the local authority's websites in 2023	16.00



Topic	Indicator	Value	Comment
Corporate: C3 Approved	B. The per capita total number of followers at end 2023 of the local authority's social media accounts (if any)		2.85
	The cumulative total page views of all websites operated by the local authority for the period from 1/1/2023 to 31/12/2023 obtained from a page tagging on-site web analytics service or equivalent	2047022	yoursay.clarecoco.ie 32581 Clarearts.ie 56469 Digiclare.ie 32611 clarecdp2003-2029.clarecoco.ie 49752 Activeennis.ie 49932 Museum 19033 Clarecoco.ie 1543579 clarelibrary.ie 167386 Visitclare.ie 95679 Total 2047022
	The total number of social media users who, at 31/12/2023, were following the local authority on any social media sites	365231	The total followers is 365,231. The total number of accounts is 64.
	The number of social media accounts operated by the local authority	64	
	Indicate if there was a change to the cookie policies on the local authority sites and the date this came into effect		
Finance: M1 to M4 Approved	A. Cumulative surplus/deficit balance at 31/12/2019 in the Revenue Account from the Income & Expenditure Account Statement of the AFS		€2472728
	B. Cumulative surplus/deficit balance at 31/12/2020 in the Revenue Account from the Income & Expenditure Account Statement of the AFS		€2733562
	C. Cumulative surplus/deficit balance at 31/12/2021 in the Revenue Account from the Income & Expenditure Account Statement of the AFS		€2906016
	D. Cumulative surplus/deficit balance at 31/12/2022 in the Revenue Account from the Income & Expenditure Account Statement of the AFS		€3112252
	E. Cumulative surplus/deficit balance at 31/12/2023 in the Revenue Account from the Income & Expenditure Account Statement of the AFS		€3349552
Finance: M1 to M4 Approved	F. Cumulative surplus or deficit at 31/12/2023 as a percentage of Total Income in 2023 from the Income and Expenditure Account Statement of the AFS		1.91 %
	G. Revenue expenditure per capita in 2023		€1185.74
	H. Revenue expenditure per capita in 2023 excluding significant out of county/shared service expenditure		
	The 2023 Total Income figure from the Income and Expenditure Account Statement of the AFS		€175062463
	The 2023 Total Expenditure figure from the Income and Expenditure Account Statement of the AFS		€151701346
	The 2023 Revenue expenditure excluding county/shared service expenditure for the service providers of HAP, MyPay, DRHE and Dublin Fire Services and is only applicable to Dublin City, Laois and Limerick		
	A. (a) Collection level of Rates in Appendix 7 of the AFS for 2019		87.0 %
	A. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2019		85.0 %
	A. (c) Collection level of Housing Loans in Appendix 7 of the AFS for 2019		74.0 %
	B. (a) Collection level of Rates in Appendix 7 of the AFS for 2020		82.0 %
	B. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2020		86.0 %
	B. (c) Collection level of Housing Loans in Appendix 7 of the AFS for 2020		78.0 %
	C. (a) Collection level of Rates in Appendix 7 of the AFS for 2021		82.0 %
	C. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2021		86.0 %
	C. (c) Collection level of Housing Loans in Appendix 7 of the AFS for 2021		78.0 %
D. (a) Collection level of Rates in Appendix 7 of the AFS for 2022		87.0 %	



Topic	Indicator	Value	Comment	
Finance: M1 to M4 Approved	D. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2022	86.0 %		
	D. (c) Collection level of Housing Loans in Appendix 7 of the AFS for 2022	80.0 %		
	E. (a) Collection level of Rates in Appendix 7 of the AFS for 2023	88 %		
	E. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2023	86 %		
	E. (c) Collection level of Housing Loans in Appendix 7 of the AFS for 2023	88 %		
	E. (d) Collection level of HAP SSC for 2023			
	A. Per capita total cost of settled claims for 2023	€9.58		
	IPB Insurance: Number of notified claims for 2023	115		
	IPB Insurance: Number of settled claims for 2023	96		
	IPB Insurance: Total cost of settled claims for 2023	€1225451.09		
	Total cost of claims settled under excess for 2023	€0		
	Self-insured: Number of notified claims for 2023			
	Self-insured: Number of settled claims for 2023			
	Self-insured: Total cost of settled claims for 2023			
	A. Overall central management charge as a percentage of total expenditure on revenue account	16.37 %		
	B. Total payroll costs as a percentage of revenue expenditure	37.47 %		
	Overall central management charge from the Local Authority FMS and defined in the Annual Budget	€24836742		
	Total payroll costs from Appendix 1 of the AFS for 2023 (including Salaries, Wages and Pensions)	€56841350		
	Economic Development: J1 to J5 Approved	A. The number of jobs created with assistance from the Local Enterprise Office during the period 1/1/2023 to 31/12/2023 per 100,000 of population	48.46	
		The number of jobs created with assistance from the Local Enterprise Office during the period 1/1/2023 to 31/12/2023	62.0	
A. The number of trading online voucher applications approved by the Local Enterprise Office in 2023 per 100,000 of population		32.05		
B. The number of trading online vouchers that were drawn down in 2023 per 100,000 of population		17.20		
The number of trading online voucher applications approved by the Local Enterprise Office in 2023		41		
The number of those trading online vouchers that were drawn down in 2023		22		
A. The number of participants who received mentoring during the period 1/1/2023 to 31/12/2023 per 100,000 of population		225.89		
The number of participants who received mentoring during the period 1/1/2023 to 31/12/2023		289		
A. Does the local authority have a current tourism strategy?		Yes		
B. Does the local authority have a designated Tourism Officer?		Yes		
The spend on local economic development by the local authority in 2023 per head of population		€324.32		
The spend on local economic development by the local authority in 2023		€41493294		





