



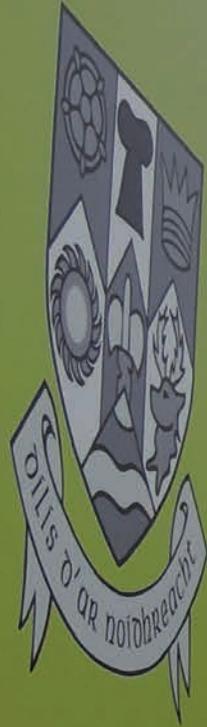
COMHAIRLE CONTAE AN CHLÁIR
CLARE COUNTY COUNCIL



Comhairle Contae an Chláir
Clare County Council

MANAGEMENT OBJECTIVES 2024-2025

(INCORPORATING
BUSINESS PRIORITIES)



Comhairle Contae an Chláir
Clare County Council



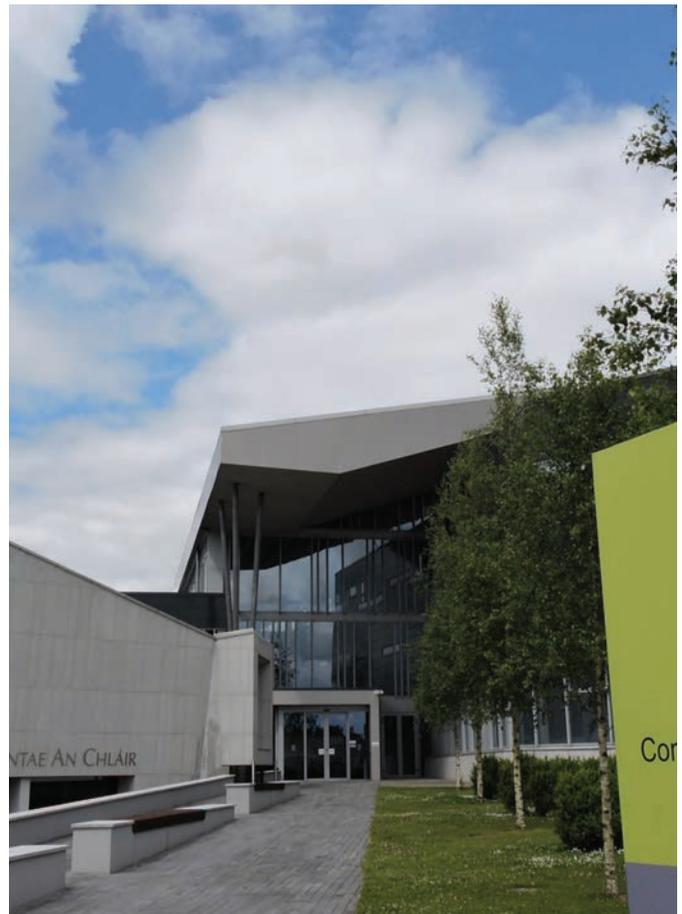
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1.0 PREPARING FOR THE CORPORATE PLAN 2025-2029

The Corporate Plan 2025-2029 will be adopted by the newly elected Clare County Council by December 2024. Its preparation will be informed by the corporate priorities and business planning of the Council and its directorates as a consequence of the business priority setting and management objectives developed by the Management Team in January 2024. These priorities are set out in the following document.



The outgoing Council vision is (and remains):

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

The Corporate Plan 2024-2029 will serve as the Council’s strategic framework for actions during the lifetime of the elected Council and will play a key role towards achievement of the Council vision for Clare.

Clare County Council is the main vehicle of governance and public services in County Clare and

leads economic, social and community development, delivers efficient and value services and represents citizens and communities as effectively and accountably as possible.

In that role the Management Team reaffirm their commitment to the Elected Members of the Council and, in that regard, will work with the Members to meet their needs as agreed within the framework of the forthcoming Corporate Plan. This includes forward planning for a changing operational environment for the Council as well as building upon the recent success of the Council by taking advantage of new opportunities for the County arising from climate transition and exchequer supports.

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.



2.0 STATEMENT OF STRATEGIC OBJECTIVES FOR THE MANAGEMENT TEAM 2024-2025

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- | | |
|----|---|
| 01 | To work in partnership with our Elected Members at county and district level. |
| 02 | To collaborate with our stakeholders while consolidating the position of Clare County Council as a 'go-to' Council for our stakeholders. |
| 03 | To help our staff build on their capacity to deliver excellence in our services through active workforce planning and a staff development programme which is fully aligned to the statutory objectives of the County Development Plan and Council Corporate Plan. |
| 04 | To ensure the Council is at the heart of all public service initiatives in the County while continuing to respond and adapt to environmental change. |
| 05 | To ensure that all staff work together to achieve delivery of our priority objectives and actions. |





3.0 STATEMENT OF MANAGEMENT COMMITMENT

The Management Team will collaborate through a team-based approach which will be embedded across the full extent of Clare County Council.

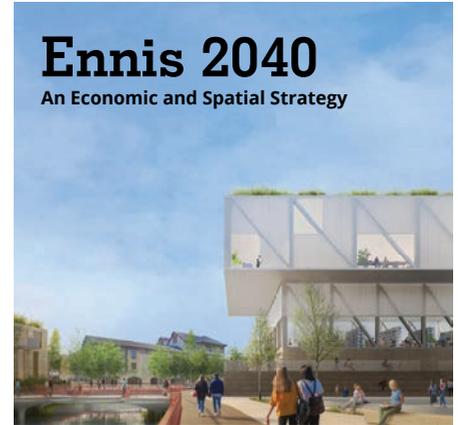
Communication of management direction across and within directorates will be underpinned by staff having clarity in their individual performance requirements.

Each team within the directorates will have a clear understanding of the actions required to deliver on the Council's objectives at national, regional, county, and municipal district level.

4.0 STATEMENT OF ACHIEVEMENT 2025

The Management Team will have achieved, by December 2025, the following for County Clare:

- Adoption of new Corporate Plan (December 2024)
- Strengthened communities through the delivery of Housing for All across the County
- Commenced implementation of our Climate Action Plan and our Local Economic and Community Plan 2024-2029
- A growing network of flagship tourism attractions across the County
- An ongoing investment programme in our public realm and infrastructure, including water and wastewater in our towns and villages, as well as a Town and Village Renewal Programme.
- Continued and sustained financial stability
- A renewed workforce focused on the delivery of the full range of services provided by the Council
- A vibrant economy across the County
- Improved sustainable access across the County.



5.0 OBJECTIVES - ECONOMIC DEVELOPMENT



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

Priority Actions for 2024-2025:

01	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.
02	Collaborate with the IDA & Shannon Group in supporting global connectivity and commercial property solutions throughout County Clare.
03	Preparation of a study to identify long-term site availability to meet social, affordable and private housing needs on publication of the Renewed National Planning Framework
04	Enhance the competitiveness and resilience of Shannon Town, Shannon Free Zone and International Airport as a key economic driver for the region and Ireland building on its strategic location and success in terms of enterprise, innovation, research & development and skills. This will include the development of a socio-economic plan for Shannon Town Centre, supported by infrastructure investment, enticing people to live and prosper in the area.



05	Implement the Clare County Development Plan 2023-2029.
06	Progress the development of Data Centres in County Clare
07	The Local Enterprise Office will support the development, productivity and sustainability of local enterprises facilitating employment opportunities underpinning economic vibrancy throughout the County.
08	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
09	Enhance the built environment of towns and villages throughout the county in collaboration with local communities, through a number of urban design, vacancy & dereliction, green infrastructure, heritage, biodiversity and conservation- led developments.
10	Continue to engage and build relationships with key economic agencies, Government Departments, the IDA, Fáilte Ireland and Enterprise Ireland (IE) and all stakeholders to drive and maximize the economic activity in County Clare and along the Atlantic Economic Corridor.
11	Develop a recognizable economic “brand” for Clare which encapsulates video, symbol, imagery, consistent messaging and relevant information, delivered in high quality through multi-channel distribution formats.
12	Ennis MD Progress the physical, social and economic development of Ennis in line with the Ennis 2040 Economic and Spatial Strategy.

Key outcomes: An increase in annual GVA in Clare of 3%



6.0 OBJECTIVES - PHYSICAL DEVELOPMENT

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

Priority Actions for 2024-2025:

01	Advance the delivery and completion of key projects including the Ennistymon Inner Relief Road (Blake’s Corner), Killaloe Bridge and By-pass, LIHAF, Ennis Public Realm, Shannon FRS, Kilkee FRS, Quin FRS, N19 Airport Access Road, Doolin Pier and Visitor Centre, Asbestos Remediation Project, and the Greenway projects
02	Finalise the Clare Climate Action Plan and implement it on a whole of organization basis.
03	Develop and resource Energy projects towards the ongoing objective of emissions reductions and energy efficiency increases.
04	Support the delivery and implementation of area-based transport plans, prepare and deliver mobility plans incorporating programmes such as Active Travel measures, Safe Routes to School, Low-cost safety schemes, etc.
05	Undertake on an inter-directorate basis, with input from the Senior Team, a review of the PMO, to ensure the effective delivery of capital projects as set out in Action 6 of Section 11 below
06	Prepare and implement Roads Investment Programme for national and non-national road network.



07	Work with Uisce Éireann on the finalisation of the transition process, to ensure that key investments are made by UÉ to enable sustainable growth. Drive the implementation of the Rural Water Programme with a focus on addressing infrastructure deficits in our towns and villages. Key projects include Broadford and Cooraclare sewerage schemes, as well as delivery of the Southeast Clare and Glenn Abhainn Developer Provider Infrastructure projects.
08	Review the resourcing and legislative requirements in relation to Environmental Services unit to ensure the Council is addressing the legislative and specific needs of the environment in the county.
09	Ensure strong Health and Safety systems are in place to address all legal requirements and to promote a positive H&S culture in the organisation placing emphasis and the health, safety and wellbeing of staff, Elected Members, and the general public.
10	Ensure that fire services and major emergency management continue to deliver services to a high standard and ensure the implementation of workforce planning and recommendations of the WRC in relation to Retained firefighters and operation of the service.
11	Review and prepare a Draft Section 26 Fire & Emergency Operations Plan for adoption by Clare County Council.
12	Procure and deliver strategic Noise map/noise management plan.
13	Subject to the proposed review of the PMO and GDO, ensure that appropriate structures are in place and that the Council is enabled to deliver essential projects for the physical and economic development of the County in line with Corporate Objectives.
14	Shannon MD Work collaboratively with all Directorates and the Elected Members as well as external stakeholder to drive the economic, social and cultural development of the Shannon Municipal District including through investment in infrastructure and delivery of key plans and strategies to maximize opportunities in Shannon and the wider MD.

Key outcomes: Enhance the delivery of physical infrastructure across the county to support local communities and future development opportunities.



7.0 OBJECTIVES - SOCIAL DEVELOPMENT

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

Priority Actions for 2024-2025:

01	Deliver Social Housing in County Clare under Housing for All.
02	Progress opportunities to deliver Affordable Housing - Monitor and review progress to inform future opportunities.
03	Complete identification of a number of large sites to be progressed as mixed tenure schemes.
04	Delivery of the Defective Concrete Blocks Redress Scheme which is now up and running for private homes. An aligned remediation scheme for local authority dwellings to be established.
05	Delivery of enhanced Homeless Services.
06	Implementation of the Traveller Accommodation Plan and preparation of new Plan.



07	Delivery of Ukraine/International Protection Housing Units.
08	Delivery of Sports Capital upgrades in Lee's Road.
09	Preparation of a Sport Plan for County Clare.
10	Full activation of the new Local Authority Integration Team.
11	Continued coordination of the Community Response Forum and Offer a Home.
12	Preparation of a Refurbishment Program for Council Housing Units.
13	Delivery of a Rest Centre - Quin Road.
14	West Clare Municipal District (North Clare LEA) Continued delivery of SMDP and locally agreed project programme. Work on a cross directorate basis with Councillors, the community and other stakeholders to deliver a North Clare Transport Plan.

Key outcomes: *Delivery of 800 plus units throughout the County*



8.0 OBJECTIVES - RURAL DEVELOPMENT



Put in place a process of engagement in a rural development strategy to deliver key projects that will improve the quality of life, social and economic wellbeing of people in County Clare.

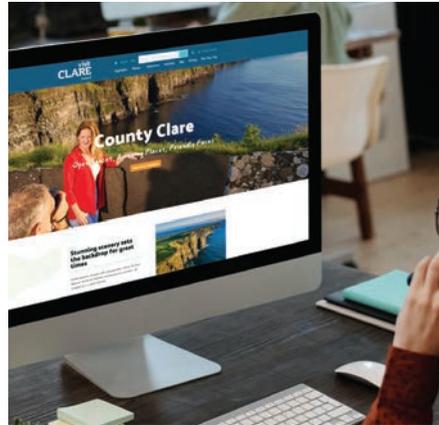
Priority Actions for 2024-2025:

01	Implement the Renewed Clare Rural Development Strategy 2023-2030 through the facilitated input of the Clare Rural Development Forum.
02	New County Library (€17m) to be completed in Q2 2024.
03	New Library planning for One Shannon Hub to be advanced.
04	Finalization and implementation of the Local Economic and Community Plan 2024-2029 and implementation Plan 2024 -2025.
05	Preparation of new Age Friendly Strategy 2023 -2027.
06	Continue to identify and support opportunities for innovation and digitisation while ensuring adherence to best practice in Corporate Governance.



07	Management of Joint Policing Committee/ Local Community Development Committee/Strategic Policy Committee renewal processes post local government elections with adoption of a new SPC Scheme.
08	Organisation of Local Elections 2024 and preparation of the new Corporate Plan.
09	Preparation of a renewed Communications Strategy.
10	Management of County Burial Ground capacity requirements.
11	Implementation of Healthy Clare Action Plan.
12	Co-ordination of Council Community Grants Schemes and national funding schemes under the Rural Investment Programme.
13	Manage the Local Community Development Committee (LCDC) in its range of programmes and funding opportunities.
14	Killaloe MD Implement the objectives of the Killaloe MD strategy and workplan.

Key outcomes: Active engagement of key stakeholders in a strategic approach to rural development in County Clare, delivery of the County Library and facilitate the transition to a newly elected Council in 2024.



9.0 OBJECTIVES - TOURISM



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

Priority Actions for 2024-2025:

01	Deliver projects under Clare Tourism Strategy 2030 working with agencies, industry, Clare Tourism Advisory Forum
02	Lead tourism development in Clare and Special Purpose Vehicle (SPV) governance
03	Deliver projects under Cliffs of Moher Strategy 2040
04	Integrate Shannon Heritage into Council property portfolio
05	Manage and develop seven Council owned tourism sites
06	Develop digital hubs, broadband and Digital Strategy



07

West Clare MD

Implementation of the West Clare Strategic Priorities Plan

Key outcomes: *Active engagement of key tourism stakeholders in a strategic approach to sustainable tourism development in County Clare and provision of digital and broadband services.*





Implementing the Public Sector Equality and Human Rights Duty



10.0 OBJECTIVES - FINANCE AND SUPPORT SERVICES

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

Priority Actions for 2024-2025:

01	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.
02	Complete and lead the implementation of the Council Equality and Human Rights Action Plan 2024-2029.
03	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.
04	Continue to develop and implement Tax Compliance processes and procedures in addressing areas of compliance as New Tax legislation and sector requirements emerge.



05	Develop and implement a multi-year Strategic Internal Audit plan in consultation with relevant stakeholders.
06	Develop and implement systems to meet EU wide compliance legislation for NIS 2 cyber-Security controls in the protection of this councils' services.
07	Continue to have an integral ICT role in Innovation and the delivery of both internal and external digital services.
08	Complete review of Commercial rates as the main income source of this council to provide a fit for purpose database and effective collection and enforcement systems.
09	Support capital project management across all directorates agreeing procedures and supporting the project planning assessment, procurement, and funding mechanisms.

Key outcomes: *Informed staff with appropriate performance regime in place for all directorates and improved financial systems implemented.*



11.0 CROSS-TEAM COLLABORATION

The Council's Municipal District offices are fully functional and remain a resource that facilitates public engagement and local service delivery. This will continue to be the case. Cross-directorate working

remains a work in progress. The Senior Staff group will lead out on the following inter-directorate actions to underpin cross Council working.

Action	Objective	Proposed actions 2024-2025	Target 2024-2025
1. Preparation of new Council Corporate Plan under leadership of Corporate Team	Adoption of new Plan by incoming Council	Preparation of Plan under priorities set out by the Management Team	December 2024
2. Implement the Council Workforce Plan based upon meeting the strategic objectives of the Management Team.	Agreeing a needs and resources compact with the Department of Housing, local government, and Heritage to deliver the Council's objectives	Implementation of the Workforce Plan for submission to the Minister and Department	End December 2025
3. Preparation of Climate Action Plan 2024 to 2029	Adopt and implement Climate Action Plan	120 Actions outlined in the Climate Action plan	End December 2024
4. Directors to implement a plan prepared by the Senior Staff Group for the continued development and strengthening of the Municipal Districts. The plan is to deliver outcomes within the Municipal Districts.	Building the role and capacity of the Municipal Districts/Area Offices	Implementation Plan in regard to the Municipal Districts expanded role post the local government elections	End December 2025
5. Deliver an ongoing leadership development programme across the directorates for all senior staff	To ensure staff are equipped to meet their work-based challenges	Prepare and implement a staff development programme aligned with the objectives of the Management Team	Monthly engagement platforms will be put in place by end Quarter 1, 2024
6. Completion of review of the Project Management Office with external independent analysis of current arrangements and to include consideration of other relevant models for delivery of current and future capital projects	To determine future direction or otherwise, resourcing and reporting of the PMO to the Management Team. The review will provide learning from recent /current capital delivery models. It will propose future capital delivery models that could be applied in Clare	Commission of independent review	End June 2024
7. Regular review of risk management processes and associated registers	Ensuring that there is a full understanding of the risk environment for the Council	Completion of registers	December 2023 and annually thereafter



8. Implement engagement processes across the Mid West Region with multi-disciplinary teams across the Mid-West Local Authorities	To position County Clare and the Mid West Region generally to benefit from revisions to budgetary priorities and other national policy priorities	A targeted engagement strategy with Management Team and senior staff being central to such engagement to be put in place	December 2023 and annually thereafter
9. Complete a review of lessons from the Covid 19 Pandemic/ Ukraine Impact and how these lessons can inform future re-configuration of Council Services	Identification of key learnings for consideration in future re-configuration of council services	Commission external review starting with organisation wide survey and report	December 2024





12.0 ACKNOWLEDGING OUR STAFF THROUGH SUPPORTING THEIR DEVELOPMENT

The Council is entering into a new period of transition with greater emphasis on a national policy which is more aligned to the long-term corporate outlook of both the elected members and the Management team. The advent of developments in climate transition, Public services re-configuration, digitalization as well as on-going developments in housing policy, rural development, emphasis on local planning and sustainability, among others, provide a great opportunity to the local authority system in Clare to further grow the County's potential. This will only happen if the Council provides the local leadership, through the elected members, the Management team, and the Chief Executive.

Staff at all levels continue to demonstrate remarkable commitment to the people of Clare and it is consequently incumbent on Council management and Members to provide the resources and leadership needed as the Council transitions into new working methods, hybrid delivery of responsibilities and the underpinning training/development required by current and incoming staff.

The implementation of the Council Workforce Plan will have to have regard for the re-skilling of all staff to ensure that everyone is appropriately equipped to play

an active role in the transition of the Council from its current responsibilities and working practices to delivery of new services, increased digitalisation, and the use of advanced technologies, some of which will require greater levels of specific specialisms and skills.

Consequently, all directorates in 2024 and thereafter will complete their Team Development Plans by the end of the first quarter of each financial year. These will be based upon the priorities set out in the Workforce Plan. Each Team Development Plan should then be translated into an individual personal development plan with each staff member.

Achievement needs to be acknowledged. In a public service context, the capacity to reward is restricted. Nonetheless, reward can be recognised through open acknowledgement of the performance of an individual. An active mentoring programme will be made available to staff, who, through such mentoring, can be positioned to advance in their careers.



13.0 SHAPING OUR CULTURE

Clare County Council has changed its practices to a considerable degree over the past years, particularly as a consequence of Covid-19, the impact of the Russian war on Ukraine and the on-going economic and environmental transition of the County as it migrates towards net zero.

The Management Team remains committed to ensuring that the Elected Members and staff are equipped to meet ongoing change over the lifespan of these Management Objectives and the incoming Corporate Plan. Communication will be central to ensuring that both Elected Members and staff are fully alert to the opportunities which the Council will have arising from this Plan.

The teams within the directorates, under the leadership of each director and team leader will be focused on allowing time on a quarterly basis for staff to come together and review implementation of any changes in the organisation while also allowing the time to think through next steps so that the Council is positioned to take advantage of any new initiatives and resources which might become available to local government.

In particular, the Management Team will take the opportunity to have focused engagement on matters of strategic concern to the organisation. Clare County Council is facing a significant workforce planning challenge due to the age profile of our staff.





14.0 BUILDING THE CAPACITY OF THE SENIOR TEAM

Both the Management Team and Senior Team will work closely to oversee implementation of the management objectives and priorities set out in this document. The senior team is to be specifically tasked with ownership of staff engagement, business practice improvement and exploring the potential for new resources to underpin directorate and cross-organisation progress.

To this end, actions to be undertaken in 2024-2025 will include:

01	Nomination of Management Team Members to attend the Harvard Programme
02	Building the senior team dynamic to pro-actively engage on cross directorate policy developments through leadership training and development
03	Embrace staff development and training to empower all staff in the delivery of services for Clare County Council
04	Proactively engage with the Innovation strategy process to embed a culture of continuous review and improvement both within teams and across directorates. With the Management Team, commence a process of devolving responsibility (with appropriate delegation) to senior staff and others within the organization
05	Review of existing work practices and staffing to input into implementation of the new Workforce Plan
06	Consolidate relationship and reporting between Management Team and the Senior Team. Chair of Senior Team to attend Management Team quarterly. Chief Executive to attend Senior Team meetings quarterly
07	Build service delivery opportunities within and across directorates
08	Work collaboratively to inform policy development within the organisation
09	Oversee implementation of corporate objectives as assigned



15.0 GETTING OUR MESSAGE ACROSS

The Management Team have set out their objectives and where they want Clare County Council to be placed over the next number of years.

This will require consistent messaging and engagement with both internal and external stakeholders.

In addition, external stakeholders can be expected to increasingly look to Clare County Council for leadership in the county and the development of regionally based initiatives in line with national policy. The Council has to take on a proactive external role, something that will

be at the heart of the respective roles of the members of the Management Team. This will be done in an open transparent manner so that staff and Elected Members are fully aware of the overall objectives and the actions underpinning same.

The shared Management Team commitment, set out earlier, will provide the platform on which to base both a consistent internal message alongside the external corporate message of having Clare County Council at the heart of public service delivery in the County and the region.

16.0 IMPLEMENTATION

Managing the impact of taking on new responses while reducing other actions is a major challenge confronting each of the Directors. This will be facilitated through team-based exercises. Nonetheless, each Director will have to be more selective about what meetings/time is needed for specific initiatives and actions.

Each Director needs to acknowledge that freeing-up staff to take on additional responsibilities is necessary if the Council is to have a wider external role. In addition, staff need to be enabled to take responsibility in building relationships with other local authorities and at national level. Clarity on these needs to be built into the performance matrices for the staff concerned. Furthermore, delegations by the Chief Executive to senior staff will have to be based within the framework set by our Management Objectives and the strategic commitments set out.

Empowerment, trust, and absolute clarity have to be a hallmark of all Management Team efforts, even when criticism may be necessary if, for example, cross-directorate engagement is not reaching the levels expected and agreed in this plan.

Members of Management Team need to ensure that all colleagues throughout the Council are fully aware of all changes. Spending time with staff explaining the changes to the organisation, its structures and work processes will necessarily have to be a central feature in the initial stages of implementing this plan. Failing to do so will limit the progress which would otherwise be achieved. There will also be occasions which arise that require further strategic thinking and Directors need to acknowledge there will be times when there is no established answer to issues raised within a change context. Such acknowledgement should not be seen as a weakness but rather as an opportunity to work.

17.0 NEXT STEPS

The Management Team will review the Plan each year 2024-2025. A new set of priorities will be renewed post adoption of the Corporate Plan 2025-2029. Team workshops will be undertaken in quarter 1 of each year,

following which the final team plan for each directorate will be finalised. The Management Team will carry out a review at the end of each quarter 1 to determine whether further change is required.



Comhairle Contae an Chláir
Clare County Council





ÁRAS CONTAE AN CHLÁIR



COMHAIRLE CONTAE AN CHLÁIR
CLARE COUNTY COUNCIL

CLARE COUNTY COUNCIL MANAGEMENT TEAM

Pat Dowling
Chief Executive

Carmel Kirby
Director of Economic Development
(Economic Development, Planning, LEO, Property Management)

Alan Farrell
Director of Physical Development
(Transport, Environment, Fire and Major Emergency Management, Water Transition)

Anne Haugh
Director of Rural Development
(Rural and Local Development, Culture and Arts, Corporate Services)

Jason Murphy
Director of Social Development
(Housing, Ukraine and International Protection, Sport & Recreation)

Leonard Cleary
Director of Tourism Development
(Tourism Development, Council Visitor Attractions & SPV's and Digital & Broadband)

Noeleen Fitzgerald
Director of Finance and Support Services
(Finance, Human Resources, ICT)