



Comhairle Chontae Uíbh Fhailí
Offaly County Council

Corporate Plan

2019 - 2024

Adopted by Offaly County Council
December 16th 2019



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1. FOREWORD



1. FOREWORD

It is with great pleasure that we present our Corporate Plan for the years 2019 to 2024 which sets out the strategic framework within which Offaly 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.

This plan sets out our vision and objectives for the Council and for County Offaly. The plan details the strategic objectives and the supporting strategies and mechanisms for implementing and monitoring the Council in achieving those objectives. 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 Corporate Plan was prepared in consultation with the Councillors, management, staff and stakeholders of Offaly County Council in line with relevant legislation, in particular the

Local Government Act 2001, and the Local Government Reform Act 2014. We are confident that, working in partnership with the communities in our county and our stakeholders, we can deliver on this Plan together.

This Plan reflects the ambitions that we have for Offaly and for Offaly County Council. The county and its people face challenges but Offaly County Council is committed to delivering local solutions to local, regional and national challenges. Offaly is a county with tremendous potential. It has a diverse and growing population, good infrastructure and a natural and cultural heritage and quality of life that is second to none. During the lifetime of this Plan we will collaborate with our stakeholders and will adhere to our core values to meet our objectives and challenges and to deliver the services that the county and its people require.



Cllr. Peter Ormond
Cathaoirleach



Anna Marie Delaney
Chief Executive



2. INTRODUCTION

2. INTRODUCTION

Offaly County Council has prepared this Corporate Plan in consultation with elected members, staff and stakeholders. The Plan sets out the Council's organisation-wide strategic objectives and supporting strategies to achieve those objectives in the Council term 2019-2024.

A Corporate Planning Team, comprised of staff from across the Council's service areas and grades, was formed following the Local Elections 2019. This Team co-ordinated the consultation, research and drafting required to prepare the Corporate Plan.

Consultation took place with the Corporate Policy Group, the Management Team, Senior Management Group, staff (through workshops and online surveys) and the full membership of Offaly County Council. Several theme-based workshops were held with the elected members and senior staff from across a range of services. Through these workshops the corporate objectives and supporting strategies were agreed.

Workshops were also held with the Local Community Development Committee and Comhairle na nÓg and a draft plan was cross-referenced with the outcome of workshops held by the Public Participation Network. Submissions were sought from staff, elected members and partner agencies who are members of the Local Community Development Committee or the Midlands Regional Transition Team.

Progress on the Corporate Plan objectives will be reported each year in Offaly County Council's Annual Report and each month through the Chief Executive's

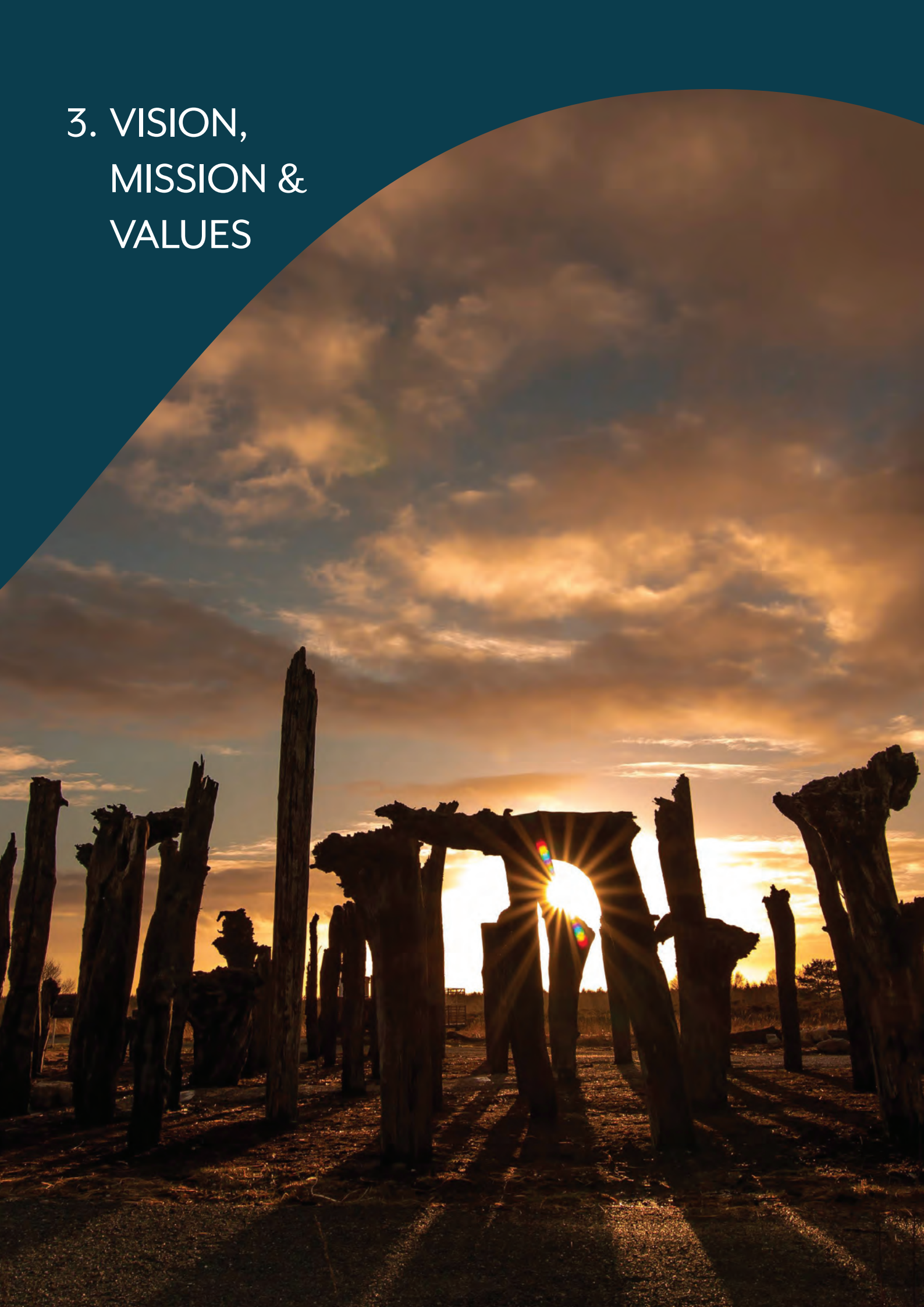
report to the Council. The Annual Report for 2020 will contain a summary progress report addressing any matters raised by the National Oversight and Audit Committee in its evaluation of this Plan.

Progress towards achievement of the objectives of this plan will also be reflected in Offaly County Council's Annual Service Indicator report which can be compared with the baseline data for 2018 provided in Appendix 1. Annual Services Plans produced for Offaly County Council for the next 5 years will reference this Corporate Plan. Section 134A of the 2001 Act (as inserted by Section 50 of the 2014 Act) requires that Local Authorities prepare Annual Service Plans. Annual Service Plans will translate the objectives of the Corporate Plan into more detailed supporting strategies and actions which will link with departmental activities.

This Corporate Plan will also link to the budgetary process, the performance management and development system (PMDS) and relevant performance/ service indicators aligning over the lifetime of the plan with NOAC's performance indicators.

Annual Plans for each section, for each team within that section, and for each staff member within each team should link back to the corporate objectives agreed here. A template Annual Section Plan is provided in Appendix VII.

3. VISION, MISSION & VALUES



3. VISION, MISSION & VALUES

Vision Statement for Local Government

Local Government is 'the main vehicle of governance and public service at local level – leading economic, social and community development, delivering efficient and good value services, and representing citizens and communities as effectively and accountably as possible'

Mission Statement for Offaly County Council 2019-2024

To lead sustainable economic, social and community development in Offaly

OFFALY COUNTY COUNCIL'S VALUES & CORE PRINCIPLES

- **PEOPLE** – we aim for good practice in customer service, social inclusion and Human Rights. We foster a culture of mutual respect with colleagues, elected members and the public.
- **LOCAL DEMOCRACY** – we support elected members in their role, encourage voter participation and active citizenship and engage in public consultation.
- **INTEGRITY** – our staff and elected members behave honestly and ethically and adhere to good governance standards. We value the reputation of the organisation and the county.
- **QUALITY** – we make best use of public money, sustainable development, and high standards of service delivery. We promote pride in our places and quality of life. We provide services that are responsive to the needs of citizens.
- **COLLABORATION** – we collaborate with our strategic partners in communities and other agencies to maximise the potential and benefits from shared resources.
- **PROMOTING OFFALY** – we are proud of our people and our places and will actively promote Offaly. As staff and elected members we are ambassadors for the county.
- **SUSTAINABILITY** – we will meet the needs of today without harming the ability of future generations to meet their needs.
- **INNOVATION** – we will examine new, creative and diverse ways to deliver services and solve problems.



4. COUNTY PROFILE – PLACES AND PEOPLE

4. COUNTY PROFILE – PLACES AND PEOPLE

County Offaly is located strategically within the centre of Ireland and within the province of Leinster and shares boundaries with counties Meath, Kildare, Laois, Tipperary, Galway, Roscommon and Westmeath. Tullamore is the county town and the administrative centre of Co. Offaly. Under the Regional Spatial & Economic Strategy, Tullamore is designated as a Key Town. The county's population was 77,961 in the 2016 census, having increased from 76,687 persons in at the 2011 census. There are 35,294 persons residing in urban Offaly, and 42,667 in rural Offaly. This equates to a 45% urban 55% rural split. 79% of the rural population (33,506 persons) reside in the open countryside or small settlement. The County Council has Municipal Districts in Birr, Tullamore and Edenderry.

Offaly's land extent is approximately 493,985 acres (199,981 hectares). It is primarily a county of flat and undulating lands, with the exception of the Slieve Bloom Mountains. Approximately one fifth of the county comprises peatlands and the majority of the

remainder of the land is in agricultural or forestry use. Peatlands have traditionally been a significant asset to Offaly in terms of an energy resource and a source of employment, but in recent years as an amenity, tourism attraction and educational resource.

County Offaly also has a well-developed network of towns and villages. The county is well served by strategic road access and a rail line with stations in Tullamore, Clara and Portarlinton. Offaly's central location, good connectivity and quality of life make it a great place to live and work. Offaly welcomes visitors to vast tracts of wilderness, expanses of peatlands, esker hills and rivers including the majestic Shannon to the west and the Slieve Bloom Mountains which rise up in the east. It has a wealth of attractions including the Grand Canal, Durrow, Croghan Hill, Clonmacnoise, Birr Castle, Gardens and Science Centre, Tullamore D.E.W. Visitor Centre and Lough Boora Discovery Park.

Yearbook 2018 Offaly

Breakdown of population

Total 77,961

Female	Children	Male	Average age
39,123	21,127	38,838	37.2

Number & most common type of Private Households

Number: 27,343
Most common type: Detached house: 57.42%

County Town

Tullamore
pop. 14,607

Number of Students/Pupils Aged 15 and Over

6,449

Number & percentage of Persons with a Disability

Number: 11,154
Percentage of total persons: 14.3%

Carers (number): 3,357

Source: Census 2016

Statistical Yearbook of Ireland 2019 County Offaly

Top 3 Non-Irish Nationalities

Lithuanian	UK	Polish
1,067	1,348	1,931

Top 3 Marital Status

Single	Married	Widowed
52%	39%	4%

Our Health

Good & Very Good	67,383
Fair	6,981
Bad & Very Bad	1,436

Top 3 Spoken Languages other than Irish or English

Polish	Lithuanian	French
2,063	1,040	615

Home Ownership

Owner occupied*	Rented	Other
19,893	6,178	1,113

*with or without loan or mortgage

Top 3 Types of Commuting

Bus, Coach or Minibus	On Foot	Total by Motor Car
9%	11%	63%

Source: Census 2016

5. ORGANISATIONAL STRUCTURE



5. ORGANISATIONAL STRUCTURE

Municipal District of Birr		Municipal District of Tullamore		Municipal District of Edenderry	
Offaly County Council					
Corporate Policy Group					
Local Community Development Committee					
↓ Strategic Policy Committees ↓					
Land Use, Planning and Economic Development Policy		Housing Policy		Climate Action, Environment, Water and Transportation Policy	
Local Enterprise Office Planning Development Management Tourism Heritage Regeneration Architecture Outdoor Recreation Derelict sites		Assessments & Allocations Social Inclusion Housing Assistance Payment Housing Finance Housing Maintenance Capital Programme Civic Buildings		Climate change Energy Awareness Waste Management Recycling Environment Water / Drainage Flood Risk Roads National Waste Collection Permit Office	
Community, Culture, Heritage and Emergency Services Policy					
Community LCDC PPN Comhairle na nÓg Sport Music Arts Fire Services Library Service Civil Defence Major Emergency Management					
↑ Support Services ↑					
Finance		Information Systems		Human Resources	
Financial Management Accounting Central Revenue Collection Accounts Payable Payroll Motor Tax System Support Risk Management		ICT infrastructure Broadband / Digital Communications / Social Media Cyber Security		Recruitment & Selection Training & Development Industrial Relations Workforce Planning Performance Management	
Corporate Services					
Council Secretariat Elected Member Support Internal Audit Health & Safety Performance Indicators Register of Electors Joint Policing Committee Freedom of Information Civic Functions Data Protection					

Management Team (2019)

Chief Executive			
Director of Services Land Use, Planning & Economic Development; Corporate Services; Human Resources	Head of Finance Information Systems	Director of Services Housing; Community & Culture; Emergency Services	Director of Services Climate Action, Environment, Water, Infrastructure.
Municipal District of Birr		Municipal District of Edenderry	Municipal District of Tullamore



6. OFFALY COUNTY COUNCIL STRATEGIC OBJECTIVES - 2019-2024

6. OFFALY COUNTY COUNCIL STRATEGIC OBJECTIVES - 2019-2024



1. Enabling economic growth

Objectives	Supporting Strategies
<p>1.1 Facilitate and support sustainable economic development</p>	<ul style="list-style-type: none"> a. Lead the Local Community Development Committee (LCDC) in the preparation and implementation of the Local Economic & Community Plan (LECP) and in the administration of LEADER and SICAP programmes. b. Focus local government service delivery towards supporting enterprise and economic development including key infrastructural investment. c. Ensure the County Development Plan and Local Area Plans support balanced sustainable growth and protect quality of life. d. Provide supports to start-ups and local enterprise through the Local Enterprise Office. e. Work in partnership as region to implement the Midlands Regional Enterprise Plan to maximise employment creation and economic opportunities. f. Maximise the potential of opportunities available through the designation of the Midlands as an EU Peat Region in Transition. g. Create an Economic Vision / Plan for each of our three main towns: Tullamore, Birr and Edenderry. h. Support a vibrant rural economy through agriculture, food, technology and the creative industries. i. Work in partnership to promote and support industry sectors such as Manufacturing, Construction, Green Energy, Food and Drink, Healthcare, Design and Innovation. j. Complete feasibility studies around employment creation opportunities and tourism attractions. k. Promote and support the growth of the renewable energy sector. l. Continue to work in partnership with Communities and use Urban Renewal, Town and Village Renewal and Outdoor Recreation programmes to increase the attractiveness of our places. m. Acquire strategic sites for economic development. n. Work with land and asset owners such as ESB, Bord na Móna, Coillte and others to maximise public benefit from those assets in the 'post-peat', low carbon context. o. Work with government agencies and telecommunication providers to facilitate deliverer of high speed broadband to all premises in Offaly.
<p>1.2 Promote Offaly as a place to live, visit and do business</p>	<ul style="list-style-type: none"> a. Develop a new brand for Offaly County Council and enhance the branding of Tullamore as a place to do business, to meet and hold conferences. b. Continue to share positive publicity through social media and all other appropriate means. c. Promote Offaly as a cycling destination. d. Implement and review the Offaly Tourism Strategy. e. Make heritage sites accessible and improve signage and information including inputs to www.visitoffaly.ie. f. Promote Offaly as the location of choice for remote working from our digital hubs and reverse commuting in affordable, green office spaces. g. Promote Offaly's sense of place through innovation in our arts, culture, heritage and library services and through support for creative industries.

2. Providing Social Housing

Objectives	Supporting Strategies
2.1 Increase Social Housing Provision and improve existing housing stock	<ul style="list-style-type: none"> a. Increase the stock of housing to accommodate current and future social housing demands in line with the objectives of 'Rebuilding Ireland'. b. Maximise the availability of accommodation to meet the different categories of need. c. Implement a planned programme of maintenance and refurbishment of our existing stock in Offaly, subject to resources. d. Maximise the availability of accommodation in association with the Approved Housing Bodies. e. Optimise supply and utilisation of existing houses through the Vacant Homes Strategy. f. Enforce minimum standards for private rental accommodation. g. Acquire lands for Social Housing development. h. Provide high quality social housing.
2.2 Enhance Sustainable communities	<ul style="list-style-type: none"> a. Improve estate management by fostering tenant participation. b. Work with other agencies and stakeholders to develop a sense of ownership and respect through estate management schemes.
2.3 Address the needs of people experiencing homelessness and improve housing services	<ul style="list-style-type: none"> a. Implement the Regional Homeless Strategy for the Midlands in Partnership with Westmeath, Laois and Longford County Councils. b. Assess those presenting as Homeless in accordance with regulations and provide relevant supports including the HAP Place Finder Service. c. Implement the Housing First National Implementation Plan.
2.4 Support independent living of all sectors of society	<ul style="list-style-type: none"> a. Administer loans, grants and incentives for people housing themselves subject to funding being made available and in accordance with schemes. b. Provide for marginalised groups such as persons with disabilities, Travellers and homeless within agreed Housing Accommodation Programmes.

3. Taking Climate Action – protecting our Environment - providing Water and Infrastructure

Objectives	Supporting Strategies
3.1 Enable Offaly County Council to fulfil a leadership role in learning about and responding to climate change and build a resilient future for and with the communities of County Offaly	<ul style="list-style-type: none"> a. Use the UN Sustainable Development Goals as a framework for the development of policy which balances social, economic and environmental needs. b. Implement Offaly County Council's Climate Change Adaptation Strategy Goals 2019. c. Pilot initiatives on sustainability and climate adaptation such as retrofitting, energy efficient buildings and water conservation. d. Comply with the 2019 Charter committing to decarbonise Local Government activities, pursue sustainable development and build climate resilience. e. Maximise the use of industrial peatlands for renewable energy, climate adaptation and mitigation, climate education and leadership, amenity and biodiversity in the context of the 'Just Transition' process.

<p>3.2 Protect, enhance and develop our county's built and natural resources</p>	<ul style="list-style-type: none"> a. Provide a Waste Management infrastructure in accordance with National and Regional Waste Management Policy. b. Continue to lead and manage the National Local Government Shared Service – the National Waste Collection Permit Office (NWCPO). c. Continue to work in partnership to improve water quality in watercourses and implement the River Basin Management Plans. d. Implement the Catchment Flood Risk Assessment and Management (CFRAM) process. e. Minimise the impact of Offaly County Council's activities on the environment. f. Develop policies and practices to promote and support sustainable behaviours. g. Prevent water, waste, air and noise pollution through public awareness and education, monitoring and enforcement having regard to environmental legislation. h. Address derelict sites through a targeted collaborative approach. i. Ensure Offaly's natural and built heritage is protected, conserved and maintained to the highest standards. j. Promote the All Ireland Pollinator Plan and control invasive species. k. Provide a Veterinary Public Health Service and Animal Control and Welfare Service.
<p>3.3 Ensure we have in place the infrastructure to deliver our strategic aims and objectives</p>	<ul style="list-style-type: none"> a. Identify infrastructural deficits and seek to provide infrastructure essential to support enterprise and employment. b. Actively seek adequate funding to maintain and upgrade the public roads network. c. Increase awareness of the Community Involvement in Roadworks and Local Improvement Schemes for the upgrading of non-public roads. d. Work with Irish Water to provide the required investment in water infrastructure to facilitate future needs. e. Continue to implement the Strategic Rural Water Plan. f. Promote, facilitate and support Rural Transport, smart travel, walking and cycling routes. Promote reverse-commuting from Dublin to Offaly. g. Examine traffic flows through towns and deal with congestion and speed limits. h. Promote Road Safety and provide Road Safety Education. i. Support the rollout of all digital infrastructure including the National Broadband Plan. j. Resource and support the development of recreation and tourism infrastructure including Greenways.

4. Serving Communities

Objectives	Supporting Strategies
<p>4.1 Encourage and support active citizenship, volunteering and community activity.</p>	<ul style="list-style-type: none"> a. Work in Partnership with the Local Community Development Committee to build community capacity and engagement. b. Support the Public Participation Network in its community leadership and policy development roles. c. Support Strategic Policy Committees and the Joint Policing Committee to facilitate community input and policy development. d. Recognise the efforts of Community and Voluntary groups through Annual Offaly County Council Community Awards. e. Support and promote the activities of Comhairle na nÓg and other youth participation initiatives including voter registration and participation. f. Promote and support Pride of Place and Tidy Towns and other community activity. g. Support An Garda Síochána and communities with crime prevention. through the Joint Policing Committee, Community CCTV, PPN / Community Alert Scheme, and Municipal Districts.
<p>4.2 Coordinate internal and external funding streams and community efforts to maximise local outcomes.</p>	<ul style="list-style-type: none"> a. Coordinate Community Grant Funding to maximise the leverage and benefit. b. Promote and coordinate community supports through the Municipal Districts. c. Work across functions and with communities and partner agencies to maximise regeneration funding and supports.
<p>4.3 Support the library, arts and heritage services and improve the quality and range of cultural programmes and assets for the benefit of all.</p>	<ul style="list-style-type: none"> a. Expand and develop Offaly County Library services, including 'My Open Library' through the implementation of the Library Development Plan 2020. b. Provide library infrastructure through the Library Capital Development programme. c. Support the Arts service to increase engagement in the arts, nurture artistic talent and support creative endeavour. d. Support and promote the development of cultural spaces. e. Support Music Generation to make creating music part of young people's lives. f. Maximise opportunities available through Creative Ireland. g. Support the Heritage programme including community partnership projects, the management of key county sites and the development of public realm plans. h. Develop a County Archive Service in partnership with Offaly History, and the Library Service.

<p>4.4 Ensure the responsiveness and effectiveness of our fire and emergency services</p>	<ul style="list-style-type: none"> a. Provide a suitably equipped, efficient and effective emergency response capability in accordance with ‘Keeping Communities Safe’ and ‘Major Emergency Management’ Frameworks. b. Develop a National Fire Training Centre at Tullamore Fire Station. c. Advise and inform the Strategic Policy Committee on Fire Safety and Major Emergency Planning. d. Continue Fire Education by local Firefighters in National Schools and extend the programme into Secondary schools. e. Work with agency partners such as Bord na Móna to review and plan for the control of bog fires. f. Maximise community participation in Civil Defence to facilitate its role in supporting emergency services and community support. g. Work with communities to prepare for co-operation in emergency/crisis situations.
<p>4.5 Health and Wellbeing</p>	<ul style="list-style-type: none"> a. Support and promote Mental and Physical Health through the Healthy Ireland initiative. b. Create opportunities for participation in sport and physical activity at all life stages through Offaly Sports Partnership. c. Remove barriers to participation experienced by socially and economically excluded groups. d. Improve sports infrastructure in Offaly (including capital facilities for organised sport and recreational facilities using the county’s natural environment). e. Positively promote Offaly as a destination for play, sport and recreation. f. Promote health and well-being of older persons through the implementation of the Age Friendly Action Plan.
<p>4.6 Human Rights Equality and Inclusion</p>	<ul style="list-style-type: none"> a. Maintain a clear focus on social inclusion in conjunction with other agencies and promote universal access for all in the delivery of services and infrastructure. b. Continue to lead and co-ordinate the efforts of all agencies to support existing and new communities in Offaly including Traveller, resettlement and migrant. c. Establish and support an Offaly County Council Human Rights and Equality Action Team and work programme. d. Audit our provision of services to People with Disabilities and develop an Action Plan. e. Target supports towards hard to reach and disadvantaged communities through the Social Inclusion Community Activation Programme via the LCDC.
<p>4.7 Facilitate and support the rollout of Digital Infrastructure and Skills to all citizens in Offaly</p>	<ul style="list-style-type: none"> a. Facilitate the development of high speed broadband and digital infrastructure to all citizens and businesses. b. Promote the benefits and use of digital technology in a safe way and improve digital equality and digital skill competency of citizens. c. Promote economic development and grow tourism and employment opportunities in Co. Offaly in the digital age. d. Enhance the delivery of Offaly County Council’s services to its Citizens by increasing the capability of online services.

5. Developing our organisation

Objectives	Supporting Strategies
5.1 Direct organisational resources to areas of priority	<ul style="list-style-type: none"> a. Restructure Strategic Policy Committees in line with Corporate Priorities 2019-2024. b. Keep organisational structures under review to reflect corporate priorities. c. Review Business Processes across a range of priority services. d. Introduce best use of new technologies. e. Use a Project Team approach where appropriate. f. Keep Municipal District structures and work programmes under review. g. Seek to continue to match fund capital projects with own resources including the Local Property Tax.
5.2 Ensure good corporate and financial governance	<ul style="list-style-type: none"> a. Continue Local Government Audit and Audit Committee reviews of service areas and implement best practice. b. Continue to reduce the Council's deficit. c. Continue to implement the Ethics Register and Code of Conduct, GDPR, FOI, Child Protection. d. Provide regular training on the use of the Council's Financial Management System. e. Implement new Records Management system for both paper and digital records. f. Ensure value for money in the procurement of goods and services through the use of best practice and compliance with national procurement policies and systems. g. Comply with the requirements of the Public Spending Code. h. Maintain and review the Risk Register and act on mitigating measures. i. Ensure that the property and assets of Offaly County Council are managed in a manner that maximises their potential. j. Maximise the potential of sources of funding through collaboration, project assessment and project management. k. Promote and support the safety, health and welfare of all employees through the implementation of the comprehensive, organisation-wide Health and Safety System.
5.3 Corporate Services	<ul style="list-style-type: none"> a. Support the elected members in their representative and policy development roles through the provision of timely information, training, support and facilities. b. Support political structures at all levels – Council, Corporate Policy Group, Municipal Districts, Strategic Policy Committees, and Local Community Development Committee. c. Continue to foster the partnership between elected members and staff. d. Form a Corporate Governance subgroup co-ordinated by Corporate Services to provide support across internal services. e. Monitor and incrementally improve Service Indicators annually. Share good practice with other Local Authorities. f. Promote Voter Registration and Voter participation.

5.4 Customer Service	<ul style="list-style-type: none"> a. Investigate the feasibility of a Customer Relationship Management System b. Continue to include Public Consultation as good practice in project development. c. Review the Customer Charter including the customer complaints system. d. Provide training to staff and elected members on Public Sector Duty. e. Establish a cross service team on Equality and Public Sector Duty (Equality Action Team). f. Promote online services and broaden the range of online services available g. Maximise the use of our Municipal District offices, Libraries and other council facilities for customer service. h. Facilitate and promote the use of the Irish language. i. Complete an audit of access to Council Services for People with Disabilities.
5.5 Communications	<ul style="list-style-type: none"> a. The Council will continue to provide reports on the direct benefits to communities of revenue raised through the Local Property Tax. b. Monthly Management Reports will be available on the Council website. c. Develop a Communications Strategy and consider the assignment of a Communications Officer. d. Develop a new corporate brand and enhance the Council's online presence.
5.6 Human Resource Management	<ul style="list-style-type: none"> a. Enhance the skills, competencies and motivation of staff through full implementation of the Performance Management & Development System (PMDS). b. Provide staff with the facilities, skills and knowledge required to effectively carry out their roles. c. Ensure continuous Workforce Planning and timely recruitment taking account of current skill needs and the skill mix. d. Review all Delegation Orders. e. Use staff resources to the optimum level by focusing on collaboration across disciplines, departments and geographical areas. f. Consider the establishment of a cross-functional staff committee to review policies and practices. g. Encourage good employee relations and engage with staff interests around change programmes and organisational performance.
5.7 Information Systems	<ul style="list-style-type: none"> a. Develop a targeted Information and Communications Technology (ICT) Strategy and maximise the use and potential of ICT to deliver efficiency and customer service. b. Continue to work to deliver Fibre / High Speed Broadband, improve mobile phone coverage and roll out Wi-Fi. c. Promote our digital hubs and develop further hubs to meet demand. d. Provide digital support to council services, communities and business.

7. MUNICIPAL DISTRICTS



7. MUNICIPAL DISTRICTS

The reform of Local Government Structures included the dissolution of Birr, Tullamore and Edenderry Town Councils in 2014. New sub-county representative structures were established - Tullamore, Birr and Edenderry Municipal Districts. Persons elected to the Council are also automatically elected to represent their Municipal District. Birr and Edenderry Municipal Districts both have six members and there are seven members elected to Tullamore Municipal District.

Municipal Districts provide opportunities for local decision-making by elected members and for meeting local interest groups at district level. A Community Grant Scheme is operated annually and this scheme is aimed at local groups and organisations within each Municipal District which rely predominantly on fundraising to operate, and are not in receipt of state support. Applications are invited from these groups for funding for specific projects that are being carried out to enhance

the Community, the amount of funding allocated to each project is then decided on by the Members.

The work programme for the year is set out in the Schedule of Municipal District Works. Preparation and adoption of the Schedule of Municipal District Works is a mandatory requirement in Councils with Municipal Districts and contains details of proposed work of maintenance and repair to be carried out under each of the service divisions in the relevant financial year. Schedule 3, Local Government Reform act 2014 (sch. 14A) sets out Reserved Functions to be Performed, Subject to Section 131 A (4), by Municipal District Members. Each Municipal District meets monthly to discuss issues particularly relevant to that MD.

8. INTERNAL CAPACITY AND RESOURCES



8. INTERNAL CAPACITY AND RESOURCES

HUMAN RESOURCES

In order to provide excellent services and achieve the objectives set out in the Corporate Plan, the Council needs to become an organisation that attracts, supports, enables and retains talented people. We need people that are:

- Professionally competent,
- Passionate about public services and,
- Interpersonally excellent.

We also need a workforce with skills and attributes that can be utilised in the following areas:

- Community Development
- Environmental Awareness
- Financial reporting
- Contract management
- Diversity and inclusion
- Horticulture.

Our current staffing levels are outlined below. An estimate of retirements over the period of the plan is also included. We will shortly undertake a gap analysis and a workforce plan to support the implementation of this corporate plan.

The key people management areas we will continue to focus on are:

- Developing an organisational culture that encourages innovation and high performance practices.
- Building visionary, ambitious and effective leadership.
- Building a re-configured organisational management structure.
- Developing an empowered, flexible 'front-line' workforce.
- We will continue to roll out our Management Development Programme.
- Developing a flexible, skilled and mobile workforce across the Council.
- Creating a workforce that better reflects the communities we serve.
- Developing a workforce whose talents are utilised to the full.

Effective implementation of the Performance Management Development System (PMDS) and the

implementation of our policies on recruitment, staff mobility and training and development will support our ambition for organisational adaptability and readiness for change.

Offaly County Council's Training Policy and Programme recognises that training and development is an essential feature of its strategic policy for the future. Better Local Government acknowledged the necessity for considerable investment in training and development and recommended "that investment in staff training should be at least 3% of payroll costs and that local authorities are expected to reach this target within a reasonably short timeframe". The Council currently invests approximately 1% of payroll costs on staff training and development and every effort will be made to achieve the recommended spend of 3% of payroll costs over the life of this Corporate Plan.

Current staffing levels are 421 no. with 72 no. possible retirements over the next five years.

Training for Elected Members

Training is provided through Corporate Services to support the professional development of elected members. Ongoing training and guidance will be provided in relation to General Data Protection Regulation (GDPR) and Regulations of Lobbying Act. Information/briefing sessions are provided for the County Development Plan Process. Since 2014, the Public Sector Equality and Human Rights Duty (the Duty) is part of the legislative framework governing Human Rights and Equality in Ireland and it is proposed to continue to engage with the Human Rights and Equality Commission in providing guidance in developing policies and good practice in relation to human rights and equality.

FINANCIAL RESOURCES & PROCESSES

The Annual Budget Process

In the last quarter of each year the council publishes its annual Budget setting out the anticipated cost of providing individual services for the coming year. The Adopted Budgets for a number of years past can be found on Offaly County Council's website at www.offaly.ie. The Budget is accompanied by a comprehensive review of each service area's achievements for the year, how it met its performance indicators and what its priorities are for the coming year. The council also publishes a separate Annual Report. Individual service areas produce newsletters or e-zines updating the public on what they do. Examples include the Sports Partnership, Arts Office and Local Enterprise Office. The Council also uses social media platforms to provide daily updates on Council activities across its full range of services.

At the end of the first quarter, the Council publishes its Annual Financial Statement for the previous year. This sets out the actual cost of providing services in the previous year as determined through the Council's Financial Management System.

The revenue budget for Offaly County Council for 2020 will be at least €68.3M, the capital expenditure estimate is €46.3M.

Revenue raised through the Local Property Tax

As part of the annual consultation on the Local Property Tax, the Council invites the public to review council services through links to its website and invites submissions on the tax. There is a special Council meeting, annually in September, covered by the local media, where the executive outlines the financial effect should the elected members decide (on the public's behalf) to raise, lower or maintain the level of the Local Property Tax. This includes presenting the impact with regard to cost (if any) for the individual household, and the impact on council finances and projects either positive or negative of changes to the Local Property Tax. In September 2019 Offaly County Council decided to increase the Local Property Tax for 2020 by the

maximum of 15%. The revenue generated from this increase if sustained for the full Council term and used to match other funding streams, could yield project values of up to €18.5m to be used for Economic Development through matched funding schemes like Town and Village Renewal, Outdoor Recreation, and Urban Renewal. The Council will continue to improve the quality and level of information provided to the public on the cost of its services and projects. It will also set out in its reporting the direct benefits to those projects and services of any revenue raised through the Local Property Tax.

The Role of the Corporate Policy Group (CPG)

The Corporate Policy Group (CPG), is comprised of the Cathaoirleach of the County Council who also chairs the CPG and the Chairpersons of the Strategic Policy Committees. It is supported by the Chief Executive and the Management Team. The CPG coordinates and links the work of the SPCs and acts as a forum where policy decisions affecting the entire Council can be agreed for recommendation to the full Council. The CPG has a specific remit around corporate planning and budgetary control. The CPG will act as the oversight group for the investment of revenue raised through the Local Property Tax and has agreed that this revenue will be spent on projects of countywide significance.

The Public Spending Code

Offaly County Council is obliged to treat public funds with care, and to ensure that the best possible value-for-money is obtained whenever public money is being spent or invested. The Public Spending Code is the set of rules and procedures that apply to ensure that these standards are upheld across the Irish public service. The Code brings together in one place all of the elements of the value-for-money framework that has been in force up to now, updated and reformed in some respects.

Financial Reporting

A quarterly financial update is provided by the Head of Finance to the Council meeting and the Monthly Management report by the Chief Executive to Council also provides information to the members and the public on progress with projects and budgets. Each Service area presents regular updates on service activity and budgets to the Council and to the Municipal Districts. Operationally, each budget holder has access to real time data on resource use and revenue generation through the FMS system.

Auditing and Compliance

An independent Audit Committee meets quarterly to review reports carried out by the Internal Auditor and to schedule audits of services and activities. The Local Government Auditor is employed by the Local Government Audit Service and carries out an annual audit of Offaly County Council's Financial Statement making recommendations to management and seeking their response. The Local Government Audit Service also carries out Value for Money reviews. These are published on the website of the Department of Housing, Planning and Local Government. Each Municipal District prepares an Annual Service Plan with associated costs in the first quarter of each year.

Constraints & Risks

It should be noted that financial constraints around national funding may arise due to consequences of the likely exit of the United Kingdom from the European Union. Other financial constraints may arise from delays in the operation of the valuation process and loss of commercial rates income due to decarbonisation policies and their impact on some of the largest commercial rate payers in the county. Such constraints will be managed through the revenue and capital budgets, by the Council, in consultation with the Department of Housing, Planning and Local Government.

Offaly County Council's Risk Management Policy sets out how the Council will ensure that the culture, processes and structures are directed towards the effective management of potential risks and opportunities. Risk management will be aligned with the Council's mission, values, objectives and priorities as outlined in this plan and will seek to maintain and enhance the standing and reputation of Offaly County Council.

9. OPERATING ENVIRONMENT



9. OPERATING ENVIRONMENT

Shared Services & the Programme Management Office

Offaly County Council engages fully with Shared Services initiatives in the Local Government sector co-ordinated by the Programme Management Office (PMO). Offaly County Council established, staffs and hosts the National Waste Collection Permit Office, one of the earliest and very successful shared service initiatives. The PMO applies project management methodology to drive, monitor and maintain Shared Services projects.

Shared services will continue to play a key role in meeting corporate objectives for this council term. Shared Local Government services include 'MyPay', Treasury, Operational Procurement, Strategic Procurement, Waste Collection Permitting, 'FixYourStreet', Building Control, Housing Assistance Payment, Road Management Office, Water Framework Directive, Waste Enforcement Regional Leads, Waters and Communities, Debt Management, Climate Change, Service Catalogue, Age Friendly Ireland, and Rural Water.

Information and Communication Technology

- Offaly County Council is committed to achieving the objectives of the Public Service ICT Strategy including better sharing and integration of technology infrastructure, continued and improved digitisation of government services to citizens, facilitating lawful sharing of data, improving governance, and improving ICT resource levels and skillsets across the public Service
- Develop ICT Strategy for Offaly County Council and deliver Annual Action Plan
- Provide our Staff and Elected Members with the best available ICT to effectively carry out their roles.
- To enhance the delivery of Offaly County Council's services to our Citizens / Customers by increasing the capability of online services
- Support the role of the Offaly's Broadband / Digital Officer.

Offaly's Digital Strategy

Offaly's Digital Strategy will provide a vision and associated roadmap for how the local authority, communities and businesses can position ourselves to maximise the benefits from existing and future rollout

of high-speed broadband across the county. High speed broadband is already bringing benefits to parts of our county but we need to spread these benefits across the entire county. The Strategy prioritises four key themes; Infrastructure, Citizens, Enterprise and Digital Council. The digital sector of the economy is growing fast and creating opportunities and this Digital Strategy seeks to position Offaly to seize the opportunities presented by this digital transition.

Digital Services to Elected Members

Offaly County Council provides a suite of digital services to members. Each member is provided with a tablet device and meetings are managed online for all Council, Municipal District and LCDC meetings. Members also use smartphones to support them in their representative role.

Risk Management

Rigorous and comprehensive risk assessment is carried out as a means of ensuring that all relevant issues relating to the operating environment of Offaly County Council can be comprehensively and adequately addressed. Offaly County Council has the flexibility to re-allocate resources to address risk. The Risk Management function is co-ordinated by the Finance Section and a Risk Register is in place and reviewed regularly.

Building Control

A robust and focussed Building Control Reform agenda has been advanced which initially focussed on amendments to the Building Control Regulations (S.I. No. 9 of 2014) to clarify the roles, strengthen procedures and establish a chain of responsibility for all those involved in designing and constructing buildings, starting with the building owner. In parallel, a national Building Control Office has been set up to oversee and strengthen the Building Control function in Local Authorities as a shared service with Dublin City Council. These reforms will continue to enhance a culture of compliance with Building Regulations and ensure adequate enforcement of the Construction Products Regulation and Energy Performance of Buildings Directive.

SUSTAINABLE DEVELOPMENT GOALS



Sustainable Development Goals

The UN Sustainable Development Goals (SDGs) provide a comprehensive framework for policy development which balances social, economic and environmental needs. The SDGs were adopted by Ireland alongside 192 other countries in the year 2015 and collectively outline a roadmap to end poverty, combat climate change and ensure we create peaceful just and equal societies for future generations.

Local Authorities are expected to play a crucial role in the delivery of the Sustainable Development Goals at local level, as stated in the Government’s National Implementation Plan for SDGs (published in April 2018).

Climate action and sustainable development

Local Authorities are uniquely placed to drive forward effective climate action at both the regional and local level. They have essential local knowledge of the natural and manmade environment and have a critical role to play in managing climate risks and vulnerabilities and identifying

adaptation actions. They also deliver key services to the public either directly or in partnership with other Government Departments such as housing, planning, sanitation and maintenance of local roads, parks and waterways.

As the level of government closest to local communities and enterprise and as first responders in many emergencies, Offaly County Council is uniquely placed to effect real positive change with respect to delivery of the national objective to transition to a low carbon and climate resilient future.

The Offaly Climate Change Adaptation Strategy aims to:

- ensure a proper comprehension of the key risks and vulnerabilities of climate change;
- bring forward the implementation of climate resilient actions in a planned and proactive manner;
- ensure that climate adaptation considerations are mainstreamed into all plans and policies and integrated into all operations and functions of Offaly Local Authority.

This adaptation strategy serves Offaly County Council in its two capacities namely:

- As a business organisation or entity with an obligation towards customer service, a focus on effectiveness in business, improving efficiencies and maintaining staff welfare;
- In the delivery of services and functions across the administrative and geographical area of County Offaly.

In accordance with the provisions of the Climate Action and Low Carbon Development Act 2015, Offaly County Council formally adopted its Climate Change Adaptation Strategy in September 2019.

Local Level Adaption and the Local Government Climate Charter

In October 2019 the Government signed a Climate Charter with all 31 Local Authorities, committing local government to driving forward meaningful climate action in their communities. The Charter is a key deliverable of the Climate Action Plan and ensures that all local authorities embed decarbonisation, sustainable development and climate resilience into every aspect of the work they do.

The Charter commits Offaly County Council to several actions that will ensure that we play a key leadership role locally in delivering effective climate action. Among other commitments, Offaly County Council will:

- Put in place a process for carbon proofing major decisions, programmes and projects on a systematic basis, including investments in transport and energy infrastructure.
- Deliver a 50% improvement in energy efficiency by 2030.
- Ensure all suppliers provide information on their carbon footprint and steps they plan to reduce its impact.
- Build local citizen engagement, particularly with young people.
- Partner & collaborate on climate action initiatives with local community groups, local enterprise and local schools and higher level institutions.
- Monitor, evaluate and report annually on the implementation of activities under the Charter.

This cements the role identified in the National Adaptation Framework (NAF) of Local Authorities in addressing climate change adaptation. This will build on our existing expertise and experience as first responders in emergency planning scenarios. Under the NAF, Offaly County Council has adopted its own Adaptation Strategy.

In January 2018, the Government established four Climate Action Regional Offices (CAROs). This recognises the commitment by Local Government to develop and implement its own climate action measures, as well as the need to build capacity within the sector to respond and adapt to climate change.

10. PROGRESS REPORTS AND REVIEW



10. PROGRESS REPORTS AND REVIEW

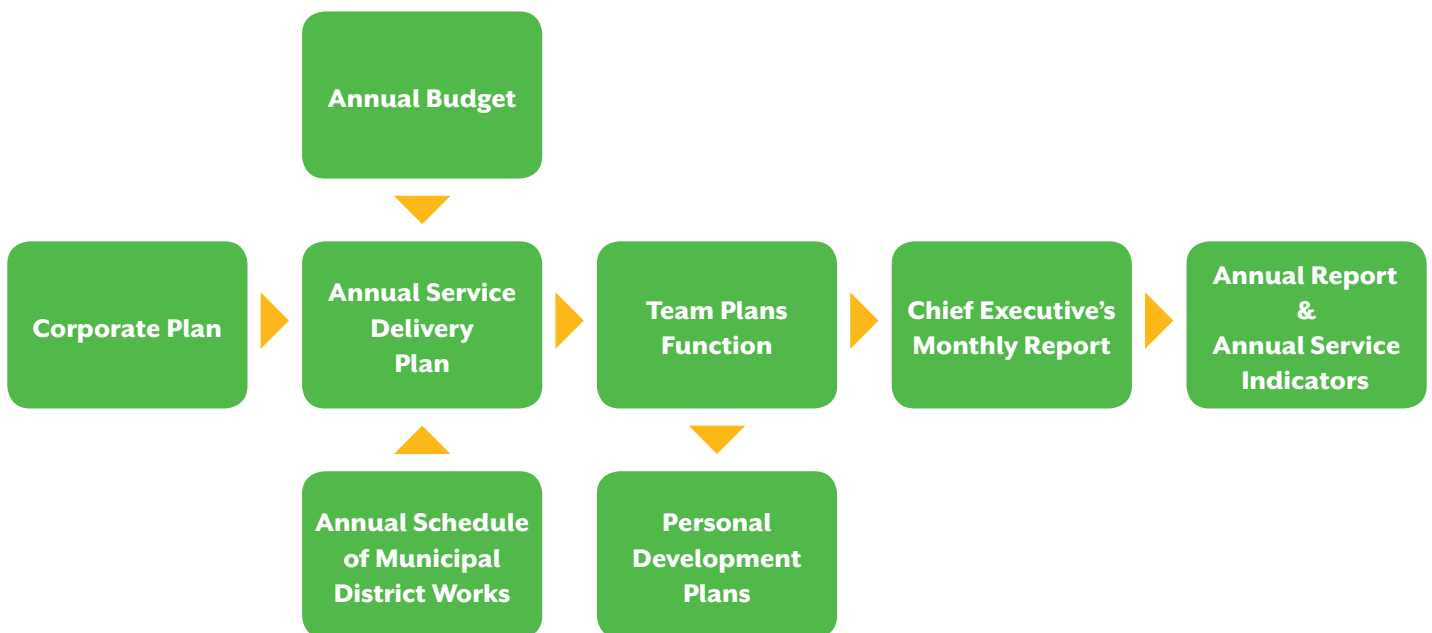
Progress on the Corporate Plan objectives will be reported each year in Offaly County Council's Annual Report and each month through the Chief Executive's report to the Council. The Annual Report 2020 will contain a summary progress report addressing any matters raised by the National Oversight and Audit Committee (NOAC) in its evaluation of this Plan. Progress towards achievement of the objectives of this plan will also be reflected in Offaly County Council's Annual Service Indicator report which can be compared with the baseline data for 2018 provided in Appendix 1.

There will be a direct link between the corporate objectives and supporting strategies set out here and the Annual Services Plans developed by Offaly County Council for the next 5 years. Section 134A of the 2001 Act (as inserted by Section 50 of the 2014 Act) requires that Local Authorities prepare Annual Service Plans to set out their commitments and plans for the year ahead. Annual Service Plans will translate the objectives of the Corporate Plan into more detailed actions which will link with departmental activities.

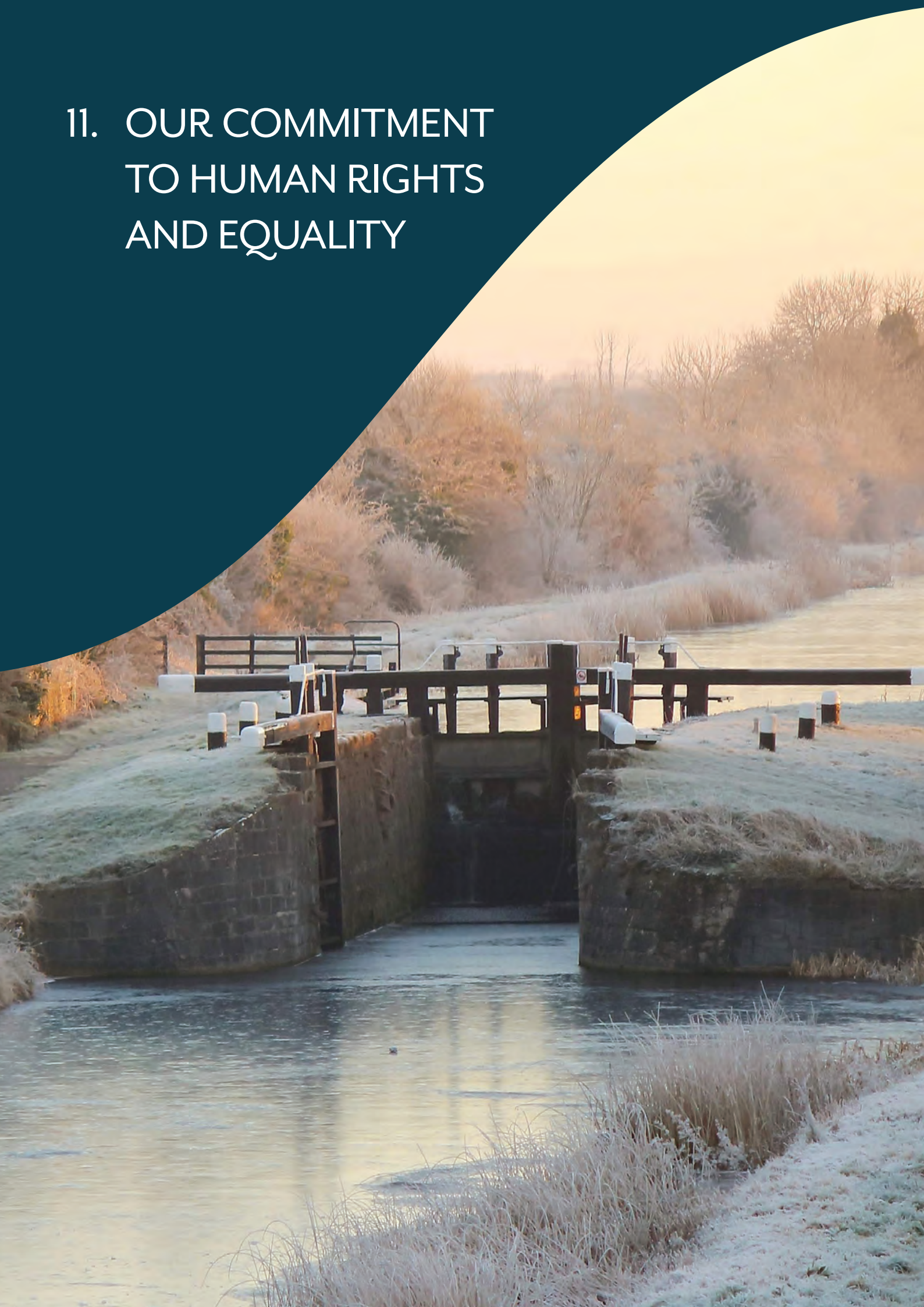
In line with corporate planning guidelines, any changes required to be made to the Corporate Plan as identified

in the annual progress report can be reflected in the Annual Service Plans. Similarly, any changes required to be made arising from the completion of the next Local Economic and Community Plan by the Local Community Development Committee can be reflected in subsequent Annual Service Plans. Annual Service Plans also link to the budgetary process, the performance management and development system (PMDS) and relevant performance/ service indicators aligning over the lifetime of the plan with NOAC's performance indicators.

Should the County Council decide by resolution to review its Corporate Plan, this will be undertaken in accordance with Section 134(8) of the Local Government Act 2001.



11. OUR COMMITMENT TO HUMAN RIGHTS AND EQUALITY



11. OUR COMMITMENT TO HUMAN RIGHTS AND EQUALITY

The Irish Human Rights and Equality Commission Act was enacted in 2014. Section 42 of the Act places a responsibility on all public bodies to promote equality, prevent discrimination and protect the human rights of its staff and customers alike. This responsibility is known as the Public Sector Equality and Human Rights Duty and it is a legal obligation. Its purpose is to ensure that equality and human rights considerations are factored into the day-to-day operations of all business functions of the organisation.

Offaly County Council has identified the following as the most pertinent aspects of its business to which human rights and equality considerations apply:

- Access to housing services.
- Access to arts, cultural and library services.
- Access to fire and emergency service.
- Access to potable water.

Plans, Policies, structures and Programmes in place to address these issues:

- Rebuilding Ireland Action Plan for Housing and Homelessness; provisions of the Housing Acts 1966-2014.
- Housing Strategy for People with a Disability.
- The Local Traveller Accommodation. Consultative Committee and the Local Traveller Accommodation Plan.
- Offaly Resettlement Interagency Working Group.
- Water Service Level Agreement.
- Section 29 Plan for Fire and Emergency Services.

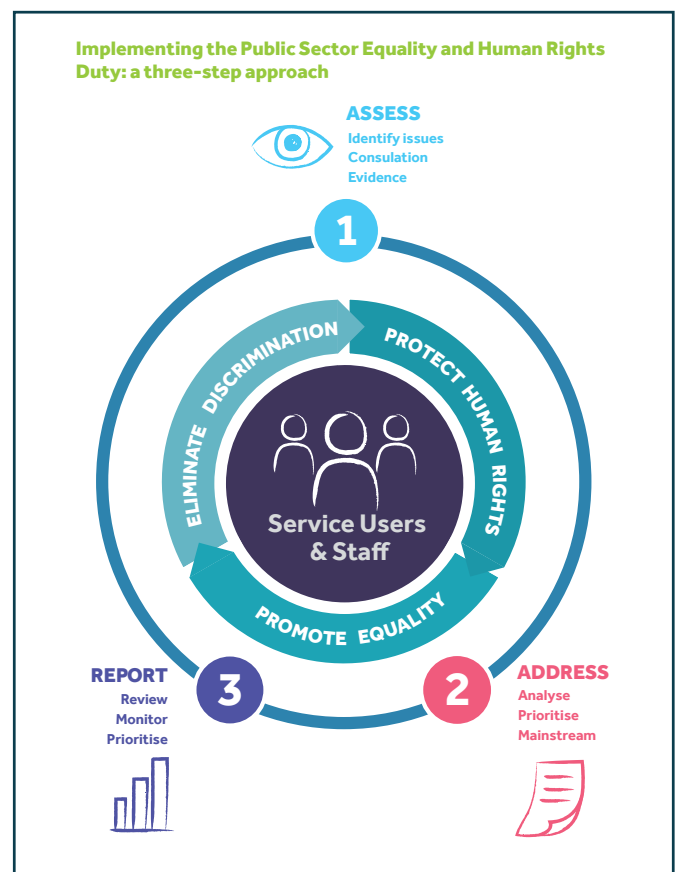
Offaly County Council will continue to work with the Irish Human Rights and Equality Commission to provide training and information for elected members, staff and stakeholders on the Public Sector Duty.

Offaly County Council plans to establish a cross-functional working group to address the implementation of our Public Sector Equality and Human Rights Duty. This group will support the organisation to assess, address and report on human rights and equality issues relevant to its functions as a service provider and as an employer. The IHREC (Irish Human Rights and Equality Commission) and the Local Government Management Agency will be asked to support this process.

Offaly County Council will also participate in the IHREC funded research project with Inclusion Ireland which aims to improve the opportunities for people with intellectual disability to live more inclusively and independently in the communities of Offaly.

In 2016, 14.3% of people in Offaly had a disability. Offaly County Council will complete an audit of access to Council services for People with Disabilities using the Public Service Accessibility Checklist, provided by Inclusion Ireland, as a guide.

During the 2019-2024 term, Annual Reports from Offaly County Council will report on progress on the implementation of or Public Sector Equality and Human Rights Duty.



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12. APPENDICES

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APPENDIX I – BASELINE SERVICE INDICATORS FOR 2018 OFFALY COUNTY COUNCIL

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)																																								
<p>Fire Services and Emergency Management</p>	<ul style="list-style-type: none"> To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies. 	<ul style="list-style-type: none"> To identify and manage risk and to prepare to respond to emergencies in accordance with the Framework for Major Emergency Management. To provide a prevention, protection and response fire service, matched to locally identified fire risk, in accordance with national guidance. Performance in relation to prevention, protection and response as set out in national norms and standards. 	<ul style="list-style-type: none"> Cost of fire service per capita. Time taken to mobilise fire brigades in respect of fire/other emergency incidents. Percentage of cases in respect of fire/other emergency incidents in which first attendance is at the scene within; <ul style="list-style-type: none"> > 10 mins > 10-20 mins > After 20 mins 	<p>€45.78</p> <p>Fire – 5.57 mins Other – 5.65 mins</p> <p>Fire 10 mins – 40.87% 10-20 mins – 44.98% After 20 mins – 14.16%</p> <p>Other 10 mins – 35.29% 10-20 mins – 47.79% After 20 mins – 16.91%</p>																																								
<p>Road Transportation and Safety</p>	<ul style="list-style-type: none"> Improvement and restoration of the regional and local road network and the structural quality of roads for which the local authority is responsible (ref Department of Transport, Tourism and Sport, Circular RW21/2014). 	<ul style="list-style-type: none"> Maintenance of History of Pavement Works; Road Pavement Surface Inventory and Surveys (Mechanical & Visual). Pavement Surface Condition Index (PSCI) ratings for regional, local primary and local secondary roads. 	<p>Current ratings provided in the Pavement Surface Condition Index (PSCI).</p>	<table border="1"> <tr> <td>P</td> <td>1-4</td> <td>5-6</td> <td>7-8</td> <td>9-10</td> </tr> <tr> <td>C</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>S</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>I</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>% Reg</td> <td>16</td> <td>25</td> <td>31</td> <td>28</td> </tr> <tr> <td>% 1°</td> <td>10</td> <td>31</td> <td>35</td> <td>23</td> </tr> <tr> <td>% 2°</td> <td>19</td> <td>22</td> <td>34</td> <td>23</td> </tr> <tr> <td>% 3°</td> <td>29</td> <td>13</td> <td>16</td> <td>21</td> </tr> </table>	P	1-4	5-6	7-8	9-10	C					S					I					% Reg	16	25	31	28	% 1°	10	31	35	23	% 2°	19	22	34	23	% 3°	29	13	16	21
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% 3°	29	13	16	21																																								

Finance					
<ul style="list-style-type: none"> Maintain moderate debt levels over the medium term. Liquidity levels to be sufficient. 	<ul style="list-style-type: none"> Provide for repayment of loans payable. Rolling cash flow forecast. Budget as adopted to be sufficient to meet the expenditure arising in the year. Income collection. 	<ul style="list-style-type: none"> Value of LA loans to other bodies that are in arrears for more than 90 days: 1 loan value €169,195. 5 year summary of revenue a/c balance. 	<p>A. The cumulative surplus/deficit balance at 31/12/2014 -€ 4,734,969</p> <p>B. The cumulative surplus/deficit balance at 31/12/2015 -€ 4,154,223</p> <p>C. The cumulative surplus/deficit balance at 31/12/2016 -€ 3,611,785</p> <p>D. The cumulative surplus/deficit balance at 31/12/2017 -€ 3,067,265</p> <p>E. The cumulative surplus/deficit balance at 31/12/2018 -€ 2,505,853</p> <p>F. The cumulative surplus or deficit at 31/12/2018 as a percentage of Total Income in 2018 from the Income and Expenditure Account Statement of the AFS** -3.6%</p> <p>G. Revenue Expenditure per capita for the year - € 834.90</p>		
M2: 5 YEAR SUMMARY OF % COLLECTION LEVELS FOR MAJOR REVENUE SOURCES					
The individual % figures for each of (a) Rates , (b) Rent & Annuities and (c) Housing Loans in the final column of Appendix 7 of the Annual Financial Statement (AFS) for the following years					
A. Appendix 7 of the AFS for 2014		% Rates	% Rents and Annuities	% Housing Loans	
B. Appendix 7 of the AFS for 2015		82.12	85.34	61.63	
C. Appendix 7 of the AFS* for 2016		84.80	86.00	61.13	
D. Appendix 7 of the AFS* for 2017		88.00	86.00	59.00	
E. Appendix 7 of the AFS* for 2018		85.80	85.00	55.30	
		89.00	87.00	56.00	

<p>Water Services</p>	<ul style="list-style-type: none"> • Optimum level of operation of public water services. 	<ul style="list-style-type: none"> • Service Level Agreement (SLA) between local authorities and Irish Water. 	<ul style="list-style-type: none"> • Unaccounted for Water as a % of total volume of water supplied under supply schemes that the local authority is responsible for. • % of drinking water in compliance with statutory requirements (both Public and Private Schemes). 	<p>UFW – 42.73%</p> <p>9778%</p>
<p>Waste Management</p>	<ul style="list-style-type: none"> • Sufficient waste collection services and facilities in place. 	<ul style="list-style-type: none"> • Waste collection licences awarded (through NWCPO) within each local authority area. • Grants for waste recycling facilities (provided through Env fund). 	<ul style="list-style-type: none"> • Number of licensees operating in their area (to provide adequate competitive services). • % of households accessing 3-bin service collection. 	<p>54 Waste Collectors (all types) are based in Offaly.</p> <p>6 Household kerbside collectors provide a waste collection service in Offaly.</p> <p>902 Waste Collectors (all types) are authorised to collect waste in Offaly.</p> <p>15.53%</p>
<p>Environment</p>	<ul style="list-style-type: none"> • Ensure a high quality environment and take early action to protect it. 	<ul style="list-style-type: none"> • Environmental objectives in land use plans. • Adherence to SEA and EIA in relation to plans, projects and developments. • National Litter Monitoring Pollution Results. 	<ul style="list-style-type: none"> • No of pollution cases that were subject of a complaint. • Total number of pollution cases closed. • Total number of pollution cases on hand at 31/12/18. • Percentage of areas in the local authority that are; <ul style="list-style-type: none"> > Unpolluted (i.e. litter-free). > Slightly polluted with litter. > Moderately polluted with litter. > Significantly polluted with litter. > Grossly polluted with litter. 	<p>1,009</p> <p>1,005</p> <p>127</p> <p>20%</p> <p>50%</p> <p>30%</p> <p>0%</p> <p>0%</p>

<p>Homelessness</p>	<ul style="list-style-type: none"> Addressing Homelessness. 	<ul style="list-style-type: none"> Provide and oversee the delivery of homeless accommodation and related services in the context of the statutory regional Homelessness Action Plan. 	<ul style="list-style-type: none"> Number of adult individuals considered to be long-term homeless as % of the total number of adult individuals either using emergency accommodation or sleeping rough in a given period. 	<p>44.44%</p>
<p>Housing</p>	<ul style="list-style-type: none"> Deliver social housing to meet identified needs. Increase social housing construction in order to deliver built units. Build on better utilisation of existing stock to increase the availability of units available for social housing. Rollout of Housing Assistance Payment scheme (HAP). 	<ul style="list-style-type: none"> Social Housing Strategy National Funded programme for Vacant Stock. HAP Programme. 	<ul style="list-style-type: none"> Combined total numbers of dwellings provided (i.e. through direct provision and RAS and HAP and leasing etc). Maintenance cost for direction provision housing (= Total maintenance spend/Total no. of Direct Provision Dwellings). % of private rented tenancies inspected. % local authority housing vacant; number of voids. Average re-letting time and cost. 	<p>2,120</p> <p>€603.31 – LA Stock only as we do not carry out repair/maintenance on Leased, RAS or HAP dwellings</p> <p>4.97%</p> <p>1.49%</p> <p>34.97 weeks</p> <p>€21,417.82</p>
<p>Economic Development (additional operational baseline Metric to be inserted on adoption of LEO).</p>	<ul style="list-style-type: none"> To promote entrepreneurship, foster business start-ups and develop existing micro and small businesses. To drive job creation and to provide accessible high quality supports for new business ideas. 	<ul style="list-style-type: none"> Use a range of measures and supports working in collaboration with other public and/or private organisations that support enterprise development through the use of the Local Enterprise Development Plans (LEDP). 	<ul style="list-style-type: none"> Economic Impact – Numbers of jobs created. Financial Activity – number of grants approved. Mentoring – Number of participants who received mentoring. 	<p>68</p> <p>33</p> <p>171</p>

<p>Corporate</p>	<ul style="list-style-type: none"> • Optimum management of resources within the local authority. • Development of ICT based customer friendly initiatives. 	<ul style="list-style-type: none"> • Workforce plan. • Annual budget. • Putting People. First. • E-Government policy. 	<ul style="list-style-type: none"> • Total number of WTEs. • % of working days lost to sickness (certified/ uncertified). • No. of training days. • Number of Page visits to the local authority website. • Percentage of motor tax transactions dealt with online. • Overall cost of ICT provision per WTE. 	<p>392.7 Certified – 2.82% Self-Certified – 0.26%</p> <p>735.8 1,319,285</p> <p>67.45%</p> <p>€3,162.35</p>
<p>Library Service</p>	<ul style="list-style-type: none"> • Development of public libraries to promote community cohesion and well-being, economic growth, cultural identity. 	<ul style="list-style-type: none"> • Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities. 	<ul style="list-style-type: none"> • No. of visits to libraries per 1000 population. • Total cost of operating library service (premises/staffing/stock, etc) per 1000 population. 	<p>3.15</p> <p>€30.26 per capita</p>
<p>Planning/Building Control</p>	<ul style="list-style-type: none"> • To ensure effective, proper planning and sustainable, balanced development of urban and rural areas. 	<ul style="list-style-type: none"> • Adopt and implement quality development plans consistent with regional and national policies. • Implement Ministerial policy direction on enforcement. • Monitor compliance of conditions associated with grants of planning permission. 	<ul style="list-style-type: none"> • % of planning enforcement cases closed (against the number of cases that were investigated). • % of applications where the decision was confirmed (with or without variation) by An Bord Pleanála. • Buildings inspected as a percentage of new buildings notified to the local authority. • Cost of the planning service per capita. 	<p>80.95%</p> <p>88.89%</p> <p>11.32%</p> <p>€28.13</p>

<p>(Community) Social Inclusion and Community Activation Programme (SICAP) (additional Operational Baseline Metric to be inserted on adoption of LECP)</p>	<ul style="list-style-type: none"> • To reduce poverty, promote social inclusion and equality through local, regional and national engagement and collaboration. 	<ul style="list-style-type: none"> • Action Plan for Jobs/Pathways to Work/Gateway Initiative. • Putting People First. • Report on Citizen Engagement. • To support and resource disadvantaged communities and marginalised target groups to engage with relevant local and national stakeholders in identifying and addressing social exclusion and equality issues. • To move them closer to the labour market and improve work readiness, and support them in accessing employment and self-employment and creating social enterprise opportunities. 	<ul style="list-style-type: none"> • Number of groups associated with the PPN. • Number of individuals from the most marginalised SICAP target groups who are nominated to LCDC membership via the PPN structure and who take up their positions on the committees. 	<p>505</p> <p>5</p> <p>(additional Operational Baseline Metrics to be inserted on adoption of LECP)</p>
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APPENDIX II - GOVERNMENT DEPARTMENTS - STATEMENTS OF STRATEGY

As part of the Corporate Planning process, a review was carried out of the Statements of Strategy of Government Departments as they relate to Local Authorities. Much of the reference to local authority relate to actions, which will be more relevant to the Annual Service Delivery Plans. These actions emanate generally from broader objectives, which may be closer to level that the Corporate Plan deals with, such as supporting strategies. Many of the Statements of Strategy are framed from commitments within the Programme for a Partnership Government, and other overarching strategies such as Project Ireland 2040. The actions within these are also relevant to Annual Service Delivery Plans and are not included within this review.

This review seeks to consider and cross-reference how particular Statements of Strategy relate to local government, where explicitly articulated. Some objective and actions however have been included below which relate generally to relations with local authorities.

Department of Housing, Planning & Local Government 2017 – 2020

‘As we look ahead to the period covered by this new Statement, tackling Ireland’s housing crisis remains a top priority and the Department looks forward to continued close cooperation with local authorities and approved housing bodies to identify further solutions and increase social housing supports. Moving forward with implementation of Rebuilding Ireland, the Action Plan for Housing and Homelessness is a major and immediate focus for the Department and we remain deeply committed to addressing the significant challenges in meeting the housing needs of citizens’. (Secretary General)

Planning

‘..ensure that Local Authorities and An Bord Pleanála are resourced and enabled to provide the planning services that people need’.

Housing

Local Authority Housing Objective:

To support local authorities and Approved Housing Bodies (AHBs) to provide 50,000 new social housing homes as set out in Rebuilding Ireland, through a combination of finance and delivery mechanisms.

Voluntary and Co-operative Housing Objective:

To support development of innovative financial models, to enhance the potential combined contribution of the AHB sector, and to provide for better coordinated and strategic delivery by AHBs under various funding streams across all LA areas, and enhanced cooperation between AHBs and local authorities.

Housing Inclusion Supports Objective & Action

Objective: To deliver on a range of disability related measures, as outlined in Rebuilding Ireland.

Action: Collaborate with the Department of Health, HSE and local authorities on issues around housing people who are transitioning from HSE accommodation and for clients of the mental health services living in community-based accommodation.

Objective: To deliver on a range of Traveller specific measures, as outlined in Rebuilding Ireland.

Action: Review and maintain an effective framework of legislation, policy and funding in relation to Traveller accommodation and oversee implementation, through local authorities, of effective programmes and supports.

Objective: To incentivise new supported living/assisted living arrangements which will meet the housing needs of certain older people and to examine the potential for mainstreaming best practice projects, which bring together the HSE and local authorities with designers and academic groups.

Estate Generation – Social Housing Improvements

Objective & Action:

Objective: To assist in improving social housing areas/estates that are amongst the country’s most disadvantaged communities and are defined by the most extreme social exclusion, unemployment and anti-social behaviour.

Action: Support local authorities to deliver an ambitious programme of regeneration projects, including large scale projects in Dublin, Cork and Limerick.

Private Housing Grants Objective:

Objective: To enable local authorities provide support to private home owners with significant social benefit in terms of facilitating the continued independent occupancy of their own homes by older people and people with a disability.

Objective: To ensure that local authorities as mortgage lenders operate to the highest regulatory standards and in line with a prudent and responsible credit policy and to work across Government and to ensure that holders of commercial banks in long-term mortgage arrears have sustainable solutions to their mortgage debt.

Action: Monitor local authority mortgage products and support local authorities to manage their mortgage loan books.

Utilise existing Housing Objectives:

Objective: To ensure that local authorities have sufficient discretion to limit the disposal of certain types of social housing in short supply, that the scheme is attractive for social housing tenants, and that it has sufficient potential to raise new funds for housing development.

Objective: Support local authorities to work with owners of private vacant houses to bring them back into use for social housing.

Local Government

Financing Local Government Objective:

Objective: Ensure that the finances of local authorities are on a sustainable footing and that the local government sector has an appropriately structured funding system to meet existing and emerging challenges and strengthen local democracy.

Objective: Ensure that local authorities operate to the highest possible standards of financial management and that accounting standards are maintained in accordance with internationally recognised accounting practices.

Fire & Emergency Services Objective:

Support local authorities in achieving fire safety and consistent quality fire services for their communities.

Other Services/Functions Objective:

Objective: Oversight of local authority Staffing Levels.

Note: Many other references in the Programme for Partnership Government which informed this Strategy Statement.

Department of Business, Enterprise and Innovation 2018 – 2021

Whole of Government Focus

Delivering a supportive environment for enterprise and jobs requires a sustained cross Government focus on addressing challenges over the coming years. Through a partnership approach with Government Departments, enterprise, representative bodies, the enterprise development agencies (Enterprise Ireland, IDA Ireland and Science Foundation Ireland), Local Enterprise Offices (LEOs) and others, we can deliver a step change in the performance and international competitiveness of our manufacturing and services sectors.

Goal One

Lead on creating and sustaining high quality enterprise and employment across all regions of the country by supporting a strong indigenous enterprise base, the continued attraction of foreign direct investment and a strong entrepreneurial culture.

We will, with our enterprise agencies, Enterprise Ireland (EI), IDA Ireland (IDA) and the Local Enterprise Offices (LEOs), and with other stakeholders, lead on the delivery of the Programme for Partnership Government target of 200,000 extra jobs by 2020, including 135,000 outside of Dublin.

Collaborative area with Dept. of HP&LG

Local Authorities key role in delivering the goals of the Regional Action Plans for Jobs.

Department of Children & Youth Affairs 2016 – 2019

Comhairle na nÓg supported and developed locally and nationally.

Department of Culture Heritage and the Gaeltacht 2018 – 2020

Equality

Under *Pillar 2 Enabling Creativity in Every Community*, each local authority will be asked to develop a Culture and Creativity Plan, reflecting the overall structure and

aims of the national strategy for culture and creativity. Each local authority will be allocated a dedicated budget to support the primary objective of citizen engagement with their Culture and Creativity Plans. The Department of Housing, Planning, and Local Government, and all of our local authorities will be key partners in this pillar.

High Level Strategy (to achieve Goals)

Enhancing the role of local authorities in delivering arts and cultural and commemorative services.

Encourage each local authority to strengthen the role of arts, heritage and architectural conservation officers.

Department of Foreign Affairs and Trade 2017 - 2020

Work with local authorities to develop local diaspora engagement around Ireland.

Department of Health 2016 – 2019

Healthy Ireland Agenda

Our focus will now increasingly shift to driving, monitoring and evaluating the implementation of these policies, in collaboration with other Government Departments and cross-sectoral stakeholders. This will include initiatives in local authorities, workplaces, educational facilities and communities.

Department of Communication, Climate Action & Environment 2019 – 2021

Objective: Climate Action Plan to tackle climate breakdown.

KPI: Sectoral adaptation plans and Local Authority strategies prepared within cross sectoral processes guided by National Steering Group.

Key Performance Indicator: Timely implementation of the actions in the 12 Sectoral Adaptation Plans and in the 31 Local Adaptation Strategies.

Objective: Demonstrate Leadership within the Public Sector.

All Government Departments and Agencies and Local Government will also continue to demonstrate leadership in ensuring Ireland is taking the necessary

steps to reduce its vulnerability to the impacts of climate change. We need to create a stronger mandate in our public bodies to step up their focus on climate action. Achievements in the public sector will influence others and encourage them to follow suit.

Action: Implement a grant support scheme for Local Authorities to provide up to 200 additional on-street electric vehicle charging points annually.

Environmental & Sustainable Resource Use

Through an integrated approach to environmental protection across Departments, State Agencies and Local Authorities, based on an agreed set of environmental principles and priorities, Ireland will continue to strengthen the implementation and enforcement of environmental legislation.

Objective: Ensure that the Irish regulatory framework is robust and clear, is in line with EU obligations, international best practice and promotes certainty, investment and sustainability, while delivering for citizens.

Action: Agree new regional/county waste enforcement structures and funding arrangements

In order to tackle the persisting problem of illegal dumping, we will work with local authorities on ways to improve new and existing deterrents, such as CCTV.

Department of Rural and Community Development 2017 - 2020

Strategic Goals

Enhanced Engagement

We will seek to develop our interactions with a wide range of enablers, from building a co-productive relationship with community groups and local authorities to working with other Departments, agencies and members of the public to help unlock the potential within communities.

Strengthening policy making

Working in partnership with stakeholders, including the Local Government sector, in the development and implementation of policy.

Strategic Goal:

To advance the economic and social development of rural areas.

Action: Work with Local Authorities to prepare for, and facilitate, the roll out of high-speed broadband under the Government's National Broadband Plan and to maximise the benefits of broadband for communities and local businesses.

Action: Work with the Regional Assemblies and Local Authorities in the development of their Regional Spatial and Economic Strategies and Local Economic and Community Plans.

Develop the library service as a vital social support to communities.

Department of Transport, Tourism & Sport 2016 – 2019

Sport

Through the Sports Capital Programme, the Local Authority Swimming Pool Programme and the development of the National Sports Campus, we are committed to providing sporting facilities throughout the country so that all areas and communities have access to a high standard of sporting infrastructure.

To aid the development of Greenways, the Minister for Transport will develop national guidelines for Greenway public consultation, planning, and construction to help guide local authorities and agencies.

As the economy recovers, we will promote increased funding for Local Improvement Schemes and

Community Involvement schemes, on an annual basis.

A major transport objective for the new Government will be to prioritise new investment in local and regional road maintenance and improvements, and the LIS and CIS will play a key role in meeting that objective. As part of our commitment to local government reform we will also give councils greater discretion in how they spend their money on local and regional roads.

The Department of Environment will work with local authorities to explore the establishment of a local improvement scheme to assist with drain cleaning.

APPENDIX III – SERVICE LEVEL AGREEMENTS

The following are Service Level Agreements for Environment & Water Services:

- Irish Water Service Level Agreement.
- Contract with Food Safety Authority of Ireland (FSAI) – Agreement.
- Eastern Midlands Regional Waste Management Plan 2015 – 2021 (Regional Partnership)
- National Waste Collection Permit Office (NWCPO) – Shared Service.
- Control of Horses (Supply Gove – National Procurement – Hungry Horse Outside – National Framework.
- Roscommon County Council Lab Services – Shared Service.
- Laois County Council Lab Services – Shared Service.
- Local Authority Water Programme Regional Office – Shared Service.

The following are Service Level Agreements for Library Services & Archives:

- Service Level Agreements – Offaly Archives Operating Agreement, between Offaly Heritage Centre (Offaly History) and Offaly County Council.
- Offaly Libraries Service Work Force Plan (collaborating Local Authorities are Laois and Offaly).
- Shared Collaborative Work Agreement with Laois Library Service (dependent on both counties workforce plan).
- Regional Partnerships / Agreements – Offaly and Laois Library Services have protocol agreements signed with the Education and Training Board relating to co-operation in delivery of two national strategic library programmes, Right to Read Campaign and Work Matters at your Library. R2R is a literacy campaign and Work Matters is a programme for business and employment support. These protocols were arranged at a national level by the LGMA and the ETBI.

Service Level Agreements / Protocols relating to the Local Enterprise Office

- LEO Offaly is the subject of a Service Level Agreement between Offaly County Council and Enterprise Ireland.
- LEO Offaly is part of the Regional Steering Committee of the Midlands Enterprise Plan.
- LEO Offaly is a member of the Bord na Móna.

Regional Transition Team

- LEO Offaly has protocols agreed with the following:
 - a. Department of Social Protection.
 - b. Credit Review Board.
 - c. Fáilte Ireland.
 - d. Microfinance Ireland.
 - e. Skillnets.
 - f. Education and Training Boards.
 - g. Revenue.
 - h. National Association of Community Enterprise Centres.

These protocols govern dissemination of information, information signposting and inter-agency referrals. The Local Enterprise Office has formal and informal engagement with the above and works closely with them to assist in job creation and information sharing. The Local Enterprise Office Offaly will seek to continue to implement these protocols on an on-going basis and review locally as required.

Service Level Agreement - Climate Action

- Service Level Agreements – Climate Action Regional Office CARO (to be finalised).

Service Level Agreements - Roads and Infrastructure

- Shared Services – Roads Management Office.
- Regional Partnerships / Agreements –
 - o Westmeath National Roads Office.
 - o Midlands Energy Agency (Laois, Longford, Westmeath, Offaly).
- LED Retrofit Project Eastern Region S85 with Kilkenny Co Co. as lead authority – due in 2019.

Service Level Agreements - Fire Services

Offaly County Council Fire & Rescue Service operates a “Nearest Station Turnout” policy that transcends county boundaries. Service Level Agreements are in place between Offaly and surrounding local authorities to ensure the nearest fire brigade response within our functional area and to provide cover to the functional areas of other local authorities.

Service Level Agreements - Music Generation Offaly / Westmeath

Music Generation Offaly/ Westmeath is a county council led regional music service which receives funding from Music Generation and the Offaly/ Westmeath Music Education Partnership comprising of Offaly County Council (Lead Partner), Westmeath County Council and

the Laois-Offaly and Longford- Westmeath Education and Training Boards.

Memorandum of Understanding Lough Boora Sculpture Park

The joint governance of the artistic and site management at Lough Boora Sculpture Park is covered by a Memorandum of Understanding between Offaly County Council and Bord na Mona.

Service Level Agreement - Healthy Ireland

Offaly and Westmeath County Councils will work in partnership to deliver a two year multi annual programme under the Healthy Ireland Initiative. A coordinator will report to Offaly and Westmeath Sports Partnerships, and the Chief Officers of Offaly and Westmeath Local Community Development Committees. This is a shared service for Offaly and Westmeath and will focus on implementing the goals and objectives of Healthy Offaly and Healthy Westmeath Plans.

APPENDIX IV - LIST OF NATIONAL, REGIONAL & LOCAL PLANS AND STRATEGIES

Project Ireland 2040 – the Government’s long-term overarching strategy to make Ireland a better place for all of its people.

National Planning Framework – the national document that will guide at a high level, strategic planning and development for the next 20+ years.

National Development Plan 2018 – 2027 – sets out the investment priorities that will underpin the implementation of the National Planning Framework.

Realising our Rural Potential (2017) – Action Plan for Rural Development.

Climate Action Plan 2019 - to enable Ireland to meet its EU targets to reduce its carbon emissions by 30 per cent between 2021 and 2030 and lay the foundations for achieving net zero carbon emissions by 2050.

Rebuilding Ireland (2016) – Action Plan for Housing and Homelessness.

Keeping Communities Safe - A Framework for Fire Safety in Ireland.

Flood Risk Management Plans.

National Broadband Plan.

Water Services Policy Statement 2018-2025.

Heritage Ireland 2030.

National Disability Inclusion Strategy 2017-2021 - improving the lives of people with disabilities.

People, Place and Policy – Growing Tourism to 2025 and the associated Tourism Action Plans.

Our Public Services 2020 (reference to Public Participation Networks and Local Community Development Committees).

National Renewable Energy Action Plan.

Wind Energy Development Guidelines.

Regional Spatial and Economic Strategy for Eastern and Midland Region 2019 - 2030.

Midlands Regional Enterprise Plan 2020 - builds on the Midlands Regional Action Plan for Jobs (2015–2017).

Border, Midland and Western Regional Operational Programme 2014-2020.

Sustainable, Inclusive and Empowered Communities 2019-2024 – a strategy to support the Community and Voluntary Sector.

Climate Adaptation Strategy Offaly County Council (2019).

Age Friendly Strategy for Offaly 2018-2021.

Local Economic and Community Plan (2016-2021 and 2022-2027).

Offaly County Development Plans (2014-2020 and 2021-2027)

Offaly County Council Corporate Plan 2019-2024.

Annual Budget.

Annual Service Plan.

Digital Strategy.

Service Plan by Service Area.

PMDS Team & Personal Plans.

APPENDIX V – LIST OF CONSULTATIONS AND SUBMISSIONS

Offaly County Council (presentations, workshops and submissions).

Offaly Corporate Policy Group (workshops).

Strategic Policy Committees (meetings).

Comhairle na nÓg (workshop).

Local Community Development Committee (workshops).

Offaly County Council Management Team.

Offaly County Council Senior Management Group.

Offaly County Council Corporate Planning Team.

Staff (workshops, surveys and submissions).

Submissions from member organisations of the Local Community Development Committee.

APPENDIX VI- FUNDING PROGRAMMES

Quantitative and qualitative measures, where not already in place, to assess the impacts of the following funding programmes delivered through Local Authorities will be considered in the lifetime of this Corporate Plan.

Social Inclusion Activation Programme 2018 -2022

To Reduce Poverty and Promote Social Inclusion and Equality FUNDING: €760,463 pa

LEADER Programme 2014 - 2020

Local Development Strategy is the Business Plan for the Programme

3 Themes - Economic Development, Social Inclusion, Rural Environment

Budget for projects is €6m, 49 projects approved to date in 2019 value of €1,219,215

Additional €700,000 awarded to

Community Enhancement Programme Grant Scheme 2019 Total CEP Allocation €138,550

Healthy Ireland Fund - €184,000 allocation for 2019-2021

Town and Village Renewal

2017 – €370,000 match funding element €75,000

2018 - €1.625m match funding element €325,000

2019 (pending) – €1.435m match funding €287,000

Rural Regeneration & Development Fund

OCC have to date received €75,000 with match funding of €25,000

APPENDIX VII – TEMPLATE ANNUAL TEAM PLAN

EXAMPLE BELOW IS OF TWO SUPPORTING STRATEGIES UNDER CORPORATE OBJECTIVE 1 WHICH ARE RELEVANT TO THE COMMUNITY TEAM PLAN WHICH SHOULD BE DEVELOPED AS ACTIONS, WITH ASSIGNED LEAD AND SUPPORT PERSONS, TARGETS AND REVIEW MECHANISM AND DATES.

1: Enabling Economic Growth

Supporting Strategies (Broad statement of what you are going to do/achieve)	Actions (i.e. tasks to be carried out to achieve objective)	Lead	Support	Dependency	Target (i.e. outcome/output to be achieved/produced including details of quantity, standard/ specification and timeframe)	Review Date & Mechanism
Objective 1.1: Facilitate and Support Sustainable Economic Growth						
a. Lead the Community Development Committee in the preparation and implementation of the Local Economic and Community Plan						
Objective 1.2 Promote Offaly as a place to live, visit and do business						
h. Promote Offaly's sense of place through innovation in our arts, culture, heritage and library services and through support for creative industries						
Team Training Needs						
Agreed by Team members listed below: At Team Meeting held; (date)						

APPENDIX VIII ACHIEVEMENTS IN THE COUNCIL TERM 2014-2019

Tullamore Street Enhancement Project.

National Greenway development.

Offaly Tourism Office and seminar.

Digital innovations including VEX Robotics.

The Junction, STREAM and eHive remote working digital hubs.

Arts Development Strategy.

Slieve Bloom Mountain Bike Trail commences.

New Ferbane Fire Station.

I-LOFAR launched in Birr.

Geashill wins Best Kept Town.

Age friendly Strategy.

Progress with Housing programme including Housing Construction.

Ploughing Championships 2016, 2017 and 2018.

Local Community Development Committee – LEADER and SICAP programmes.

Programme of 2016 Commemorations.

Town and Village Renewal Programme.

Social media platforms developed.

Edenderry Local Area Plan.

Gold medal for Tullamore in 'ENTENTE FLORALE' competition.

Establishment of Offaly Tourism Ltd.

'My Open Library' in Tullamore and Banagher wins Excellence in LG Award.

Rural Recreation Fund for Durrow.

Introduction of Housing Assistance Payment.

Tullamore Dew Distillery Opens.

National Waste Collection Permit Office gains ISO 9001 certification.

55 Gateway jobs created.

Offaly County Development Plan adopted.

Establishment of Municipal Districts.

APPENDIX IX: ELECTED MEMBERS OFFALY COUNTY COUNCIL 2019-2024

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Members and Management of Offaly County Council: Standing L-R: Cllr. Danny Owens, Cllr. Tony McCormack, Cllr. John Leahy,

Cllr. Frank Moran, Cllr. John Foley, Cllr. Liam Quinn, Cllr. Neil Feighery, Cllr. Noel Cribben, Cllr. John Carroll, Cllr. Ken Smollen,

Cllr. Robert McDermot, Cllr. John Clendennen; Seated L-R: Cllr. Eddie Fitzpatrick, Cllr. Declan Harvey, Cllr. Clare Claffey,

Cllr. Peter Ormond, Anna Marie Delaney (Chief Executive), Cllr. Pippa Hackett, Cllr. Eamon Dooley, Cllr. Sean O'Brien, Frank Heslin (Director of Services).

Offaly County Council
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