



Corporate  
Plan

Offaly  
County  
Council



2015  
to  
2019



Adopted on 15<sup>th</sup> December 2014



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## Foreword by Cathaoirleach



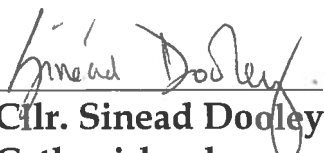
As Cathaoirleach, I am pleased to present Offaly County Council's Corporate Plan, 2015 to 2019. The plan provides a framework for the delivery of services by this authority over the next five years.

The Local Government Reform Act 2014 has redefined the role of local government as we have known, with the dissolution of our Town Councils in Tullamore, Birr and Edenderry, since the local elections in May 2014 and the establishment of the Municipal Districts in their place.

Emphasis has been placed on community participation which will see the role of elected members working in tandem with officials to take the lead and drive collaborations between state agencies, voluntary and business sectors and of our course our own local communities in Offaly through the new Local Community Development Committee. Offaly County Council will also be to the fore in promoting economic development arising from the integration of the Local Enterprise Offices into the local authority.

This is a plan that will guide the future development of the county over the next five years. The goals and objectives set out in this strategic plan are ambitious and challenging but none the less achievable if we work together in partnership.

As a member of Offaly County Council I look forward to working with all stakeholders to build a strong and cohesive county that is well placed to not only meet the challenges we face, but also to lead, social and economic development in our communities.

  
**Cllr. Sinead Dooley**  
**Cathaoirleach**

## Introduction from Chief Executive



This Corporate Plan for the period 2015 – 2019 provides the framework for the work of this authority over the next five years, setting out our agreed mission, values and priorities in respect of our many functions and activities.

The Local Government Reform Act 2014 redefined the role of local government. These changes include the establishment of the Municipal Districts and the Local Economic Community Development Committee. The result of these changes means that our role as a local authority will be central to public service delivery and will ensure economic, social and community development, in order to deliver efficient and good value services as well as representing the community in an effective and accountable manner.

We set out to prepare a plan, which was based on a clear Mission Statement. The Strategic Objectives sets the framework for future plans and actions. It will clearly inform, guide and direct staff and elected members. The Plan places a strong emphasis on economic and tourist development and that establishing an Economic Forum is a key action for 2015. It recognises the democratic process and the important role of our elected members play within our community thus ensuring better economic and community activity within our county.

I wish thank all those who participated in the developing of the Corporate Plan and also to acknowledge the valuable contributions made by local community and voluntary groups.

A handwritten signature in black ink that reads "Colette Byrne". The signature is written in a cursive style.

**Colette Byrne**  
**Chief Executive**

### 3. Mission Statement

*“To make Offaly the best place possible  
to  
Live, Work, Visit & Invest”*



## 4. Core Values

### *People*

Our services are delivered for people, by people, respect for people, individuals and communities is at the heart of Offaly County Council.

### *Democracy*

We support informed decision making by our elected representatives and encourage engagement and participation in the democratic process.

### *Integrity*

We will carry out our work with honesty and integrity, protecting the good name of Offaly County Council and make decisions in the public interest.

### *Quality*

We will deliver to the highest standard possible with the resources available.

### *Partnership*

We will work in genuine partnership to deliver for Offaly.

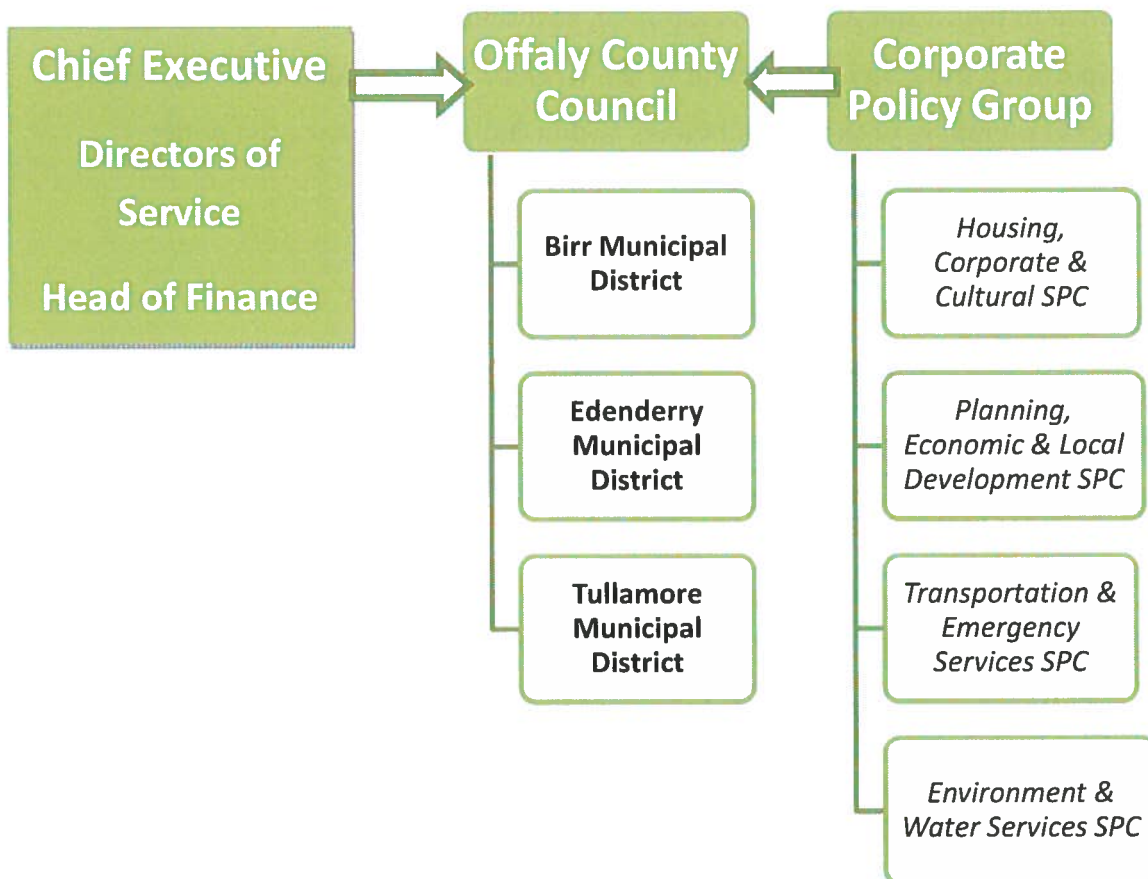


## 5. Operating Environment

### *Internal Environment*

#### Operating Structure

The Council operates through its Elected Members who collectively act as a Board of Directors, working in partnership with the Executive, to develop and implement policy at local level. The Council is assigned specific 'Reserved Functions' under legislation such as the adoption of the annual budget and County Development Plan, and carries out these functions by way of resolution. The Executive and a number of committees and fora assist and advise the Council with its policy role.



## **Municipal Districts (MD's)**

Since the 1<sup>st</sup> June 2014, the reserved functions of the Council are now exercisable by the Members at two levels. Some functions remain reserved for the full County Council, sometimes referred to as the Plenary Council. Other functions will be performed at Municipal District level. In the case of Offaly, the county is broken up into three Municipal Districts:

- **Birr**
- **Edenderry**
- **Tullamore**

## **Strategic Policy Committees (SPC's)**

The SPC's assist the Council in the formulation, development, and review of policy and have one third of their membership drawn from sectors relevant to the work of the particular SPC. The role of the SPC is to provide elected members with external views and in doing so enhance the policy formulation process. In Offaly there are four SPC's:

- **Housing Policy, Social and Cultural SPC**
- **Economic Development, Enterprise and Planning SPC**
- **Transportation and Emergency Services SPC**
- **Environment, Water and Drainage Services SPC**

## **Corporate Policy Group (CPG)**

The CPG provides a forum for co-ordination and discussion of policy issues, which transcend the remit of the four SPC's and MD's and acts as a link between the SPC's and the full Council. The CPG consists of the Cathaoirleach, the Chairpersons of each of the SPC's and in the case of a Municipal District without an SPC chair, a representative of the Municipal District concerned. The CPG is supported by the Chief Executive and senior staff.



## Principal Activities of the Council

The Council operates under eight service divisions :-

A. Housing & Building	E. Environmental Services
B. Road Transport & Safety	F. Recreation & Amenity
C. Water Services	G. Agriculture, Education, Health & Welfare
D. Development Management, Economic Development & Community	H. Miscellaneous Services

## *External Environment*

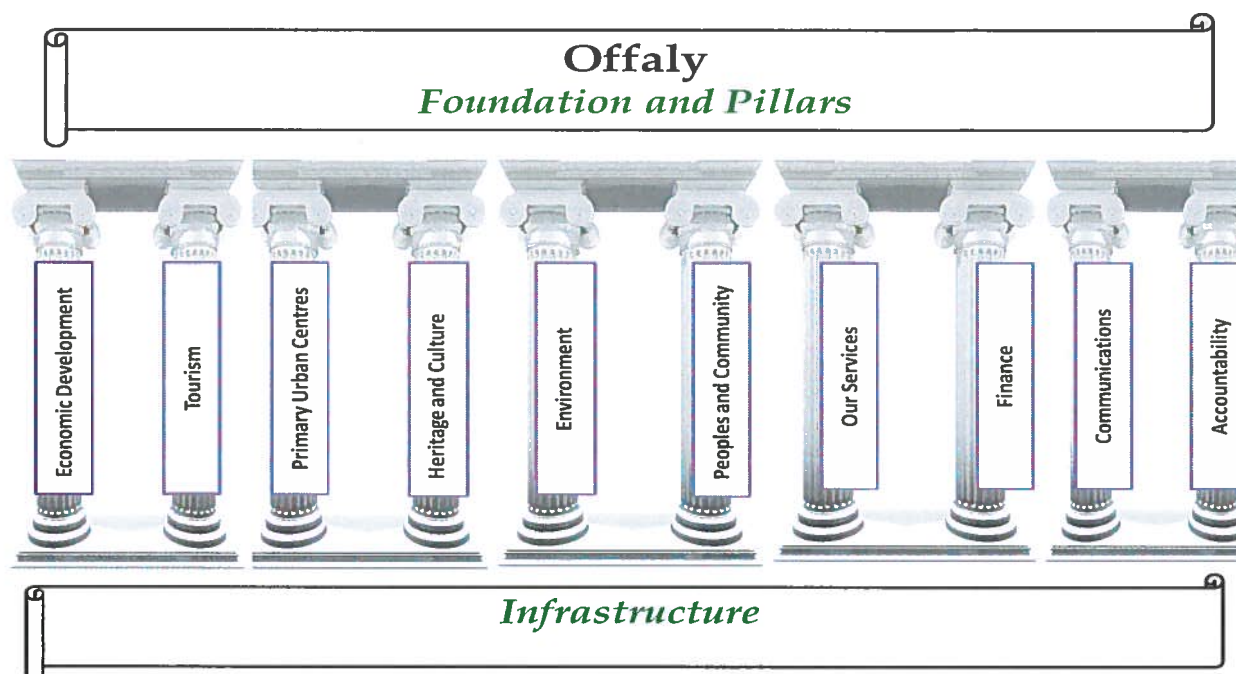
The external environment to which the Council is exposed is dynamic and ever changing. Offaly County Council works with a wide range of Government Departments and State Agencies as well as partners in the community, voluntary and business sectors including :-

DECLG	DJEI	Fáilte Ireland	Chambers of Commerce	Housing Associations
DAHG	Coillte	NTA	Tidy Towns	PPN
DCENR	Waterways Ireland	AIT	IDA Ireland	Development Groups
DETE	Bord Na Mona	CIF	EI	Sports Groups
DOF	OPW	IFA	LCDC	Heritage Council
DPER	Pobal	IBEC	EPA	Heritage Groups
DTTAS	NPWS	OLDC	Arts Groups	

## Regional Influences

From the 1<sup>st</sup> January 2015, the counties of Laois, Longford, Offaly and Westmeath will become part of the new Eastern & Midlands Regional Assembly, comprising a twelve county Greater Dublin Region. This will present both an opportunity and challenge for Offaly. Offaly County Council also hosts the MidlandsIreland.ie 'brand', a joint initiative of the four midland local authorities aimed at co-ordinating agency efforts at regional level. The region is promoted under the four strap lines of 'Living' 'Learning' 'Enterprise' & 'Tourism'. A dedicated website is maintained into which both agencies and service providers feed information about their services and events and a number of successful regional events have taken place under this brand.

## 6. Strategic Objectives & Supporting Strategies



### Strategic Priority 1:

### Infrastructure

Key Infrastructure is essential to the effective functioning of the County and is the bedrock for the successful achievement of the other strategic priorities. However not all key infrastructure provision comes within the remit of the local authority and those services that do such as social housing, local road improvement and maintenance, and community & leisure facilities are heavily dependent on central government funding allocations. Whilst the local authority still play a key role on the ground in terms of water, waste water and waste management functions, the responsibility for water services now comes within the remit of Irish Water and the private sector play an increasingly important role in waste management services. Similarly, the remit for broadband and energy infrastructure provision is a combination of the Department of Communications, Energy & Natural Resources and the private sector. On the other hand the local authority expanded role in economic development through the Local Enterprise Office and increasing participation in a diversified range of tourism project such as greenways and cycleways is welcome.

In essence the local authority is dependent on other agencies to play their part in the timely and effective delivery of key infrastructure for the county. Achievement of this strategic priority is therefore something that needs to be considered in the medium to longer term in the context of achieving the desired strategies and outcomes.

*Our Objective is to:*

*Ensure that we have in place the infrastructure we need to achieve our strategic objectives and strategies*

*We will Achieve this through:-*

- ✓ Collaborating with relevant agencies in the public and private sector to ensure that key infrastructure is delivered in a timely manner
- ✓ Improving and maintaining our local, regional & national road networks, implementing sustainable smarter travel initiatives and putting in place safe and effective traffic management & control systems
- ✓ Working with Irish Water to ensure critical infrastructure is delivered
- ✓ Providing a range of housing options and responsive service for those in need of housing supports and fully embracing social housing capital funding programmes
- ✓ Actively seeking out and facilitating the roll out of expanded and improved high-speed broadband facilities in both rural and urban areas

*How we will measure our Achievements:-*

- Implementation of agreed Capital Programmes in a timely manner
- Making successful funding applications for infrastructural projects



## **Strategic Priority 2:**

## **Economic Development**

*Our Objective is to:*

*Provide support to business to stimulate growth, maximise job creation and improve competitiveness*

*We will Achieve this through:-*

- ✓ Promoting county as a place to do business in through offering a range of property solutions and maintaining the county as a competitive location
- ✓ Adopting a 'Can Do' attitude when dealing with customers
- ✓ Offering an integrated 'one stop shop' to meet the needs of entrepreneurs and small businesses
- ✓ Ensuring all promotional material is relevant and up to date
- ✓ Developing & Implementing a Local Economic & Community Plan (LECP) that highlights the excellent 'quality of life' the county can offer
- ✓ Working with local, regional & national enterprises to attract investment and employment to the county
- ✓ Establishing an Economic Forum for the county to support the council in listening to, and meeting the needs of business
- ✓ Adopting and implementing appropriately scaled policies for County Offaly that

- ✓ facilitate enterprise and economic development
- ✓ Supporting sustainable and appropriate rural based enterprise initiatives as a viable complementary alternative to town based economic activities
- ✓ Capitalising on the county's potential for developing sustainable leading edge renewable energy projects
- ✓ Building on the thriving food production sector in County Offaly and assisting companies to grow and expand into new markets
- ✓ Supporting the development of Peatlands for appropriate alternative uses
- ✓ Proactively promoting the county for the hosting of national events
- ✓ Maximising the potential of our existing innovation centres, business parks and civic spaces
- ✓ Facilitating business and education sectors to work together to ensure skills requirement are met and deficits addressed
- ✓ Maximising 3rd Level linkages particularly with AIT & NUIM

*How we will measure our Achievements:-*

- Employment/Unemployment figures
- No. Of business start ups
- Growth in rates base
- Costs for businesses comparative to comparable locations
- Business expansions and numbers participating in Enterprise Training



## Strategic Priority 3: Tourism

*Our Objective is to:*

*Increase visitor numbers through the establishment of an identity and brand for our county and maximising the potential of our rich natural & built heritage resources*

*We will Achieve this through:-*

- ✓ Developing and adopting an integrated Tourism Strategy for the county focusing on a unique brand, range of products and innovative marketing
- ✓ Leading in product development where appropriate
- ✓ Developing and delivering an integrated greenway strategy for the County in partnership with relevant agencies, focusing on linking key tourist assets with towns and villages and national and regional networks
- ✓ Exploring specific product development for East Offaly
- ✓ Working with public and private sector partners to develop and maximise the potential of existing tourism products in particular the counties rich ecclesiastical, monastic and natural heritage assets
- ✓ Supporting festival and events

- ✓ Supporting policies to provide an improved range of accommodation options throughout the county
- ✓ Establishing a 'Tourism Forum' to co-ordinate and harness the efforts of all stakeholders
- ✓ Ensuring that the county is presented in a visually attractive manner at all times through working in partnership with local communities

*How we will measure our Achievements:-*

- Increase in number of overseas and domestic visitors
- Delivery of tourism product in accordance with agreed strategy
- Increase in bed nights in county
- Performance in Tidy Towns/IBAL competitions



## Strategic Priority 4:

## Primary Urban Centres

*Our Objective is to:*

*Strengthen and channel development into the primary urban centres which act as drivers for the wider community*

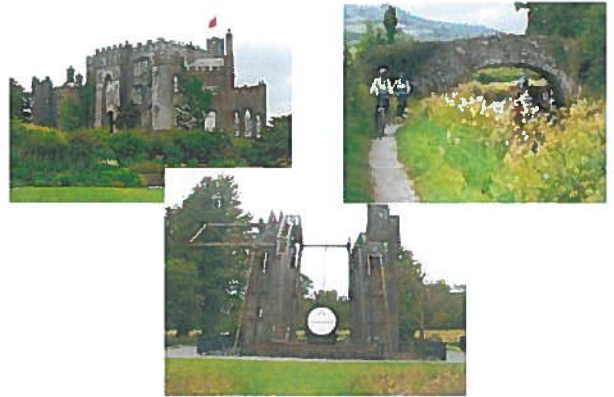
*We will Achieve this through:-*

- ✓ Providing an efficient development management service, ensuring compliance with planning & environmental legislation and standards
- ✓ Preparing and adopting Local Area Plans
- ✓ Promoting opportunity sites in Town Centres
- ✓ Preparing smarter travel plans and maximising funding opportunities
- ✓ Actively tackling derelict sites
- ✓ Working with businesses to improve the visual attractiveness of vacant units & exploring innovative financial solutions to encourage occupancy
- ✓ Working with local communities & Tidy Towns Committees to keep towns litter free
- ✓ Supporting and encouraging the hosting of national, regional & local events
- ✓ Developing and implementing a public realm plan for Tullamore with the re-development of O'Connor Square, strengthening linkages of the town's key cultural and amenity infrastructure
- ✓ Building on the success of the established cultural quarter in Tullamore & progressing the Tullamore Arts Centre project
- ✓ Working with Waterways Ireland to maximise the potential of Tullamore Harbour
- ✓ Continuing development of the Canal in Edenderry as a local amenity
- ✓ Developing a community civic space in Edenderry Town Centre
- ✓ Promoting Birr as a heritage town and ensuring viable uses for its historic and heritage buildings

- ✓ Improving linkages and connectivity between Birr Castle and town centre
- ✓ Upgrading of Blundell Park, Edenderry

*How we will measure our Achievements:-*

- Footfall
- Level of vacant premises
- Rates base
- Tidy Towns/IBAL results
- Implementation of Capital Programme
- Parking usage and income streams



## Strategic Priority 5: Heritage & Culture

*Our Objective is to:*

*Ensure the preservation and appreciation of what is local and distinctive in our county's culture and heritage*

*We will Achieve this through:-*

- ✓ Developing, innovating and realising value from our heritage and cultural assets for local community benefit and providing a high quality visitor experience
- ✓ Working with relevant partners and agencies to develop natural heritage projects focused on Peatlands, waterways, mountains, forests and woodlands
- ✓ Engaging with relevant partners and stakeholders to sympathetically develop our rich built heritage focusing on monastic settlements, churches, Georgian architecture and our unique town and village experience
- ✓ Maximising the potential of our industrial heritage through appropriate diversification
- ✓ Ensuring a rich, vibrant and diverse arts programme throughout the county
- ✓ Building on the success of 'Film Offaly' and promoting the county at every possible opportunity

*How we will measure our Achievements:-*

- Presentation of Built Heritage
- Numbers visiting heritage sites
- Level of cultural, arts, heritage, literature activities and increased awareness and publicity
- Increased access to cultural services through digitisation and online availability



## Strategic Priority 6:

## Environment

*Our Objective is to:*

*Protect, enhance and sympathetically develop our county's natural resources through sustainable policies and activities*

*We will Achieve this through:-*

- ✓ Securing compliance with all relevant environmental legislation
- ✓ Carrying out our regulatory function in an impartial manner
- ✓ Sustainably managing our natural and built heritage
- ✓ Striving to be 'Best in Class' in presenting our county and what it has to offer
- ✓ Providing supports for communities to reduce, reuse & recycle and promoting environmental awareness in schools, workplaces & communities
- ✓ Adopting and implementing a litter management plan
- ✓ Providing an efficient and effective Fire Service

*How we will measure our Achievements:-*

- Water & Air Quality
- Waste Water Compliance
- IBAL/Tidy Towns rankings
- Kilometres of Walking/Cycling Routes
- Rating in EPA standards
- Carbon Footprint
- Renewable Energy Generation



## Strategic Priority 7:

## People & Community

*Our Objective is to:*

*To improve the quality of life for our citizens*

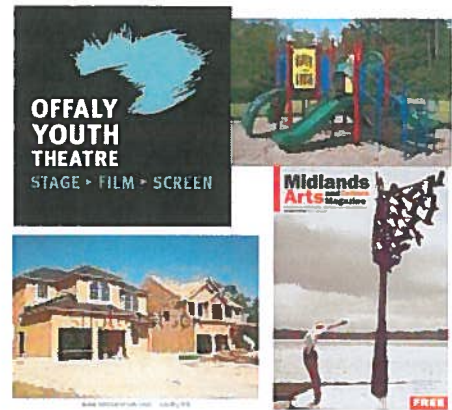
*We will Achieve this through:-*

- ✓ Working to provide safe and sustainable communities where people feel included and involved
- ✓ Striving to promote Child & Age friendly communities
- ✓ Supporting community engagement and voluntary activity through the PPN
- ✓ Utilising the Joint Policing Committee as a forum to deal with community concerns
- ✓ Partnering with local communities and protect, maintain and develop local amenities such as parks and playgrounds

- ✓ Providing an efficient and effective Fire Service
- ✓ Maximising the potential of the LEADER Programme and SICAP for the County
- ✓ Providing our tenants with a quality living environment, reducing instances of voids, tackling anti-social behaviour & adapting accommodation for people with mobility issues
- ✓ Maximising opportunities under the Government's Social Housing Programme
- ✓ Eliminating unfinished estates and derelict sites
- ✓ Supporting the work of Tidy Towns and Community Development Associations to bring about improvements to their towns and villages
- ✓ Supporting rural communities to tackle isolation

*How we will measure our Achievements:-*

- No. of voids
- Deprivation indices
- Number of houses improved under energy initiatives
- Number of persons accommodated in social housing
- Reduction in unfinished estates
- Reduction in number of derelict sites
- Number and quality of playgrounds



## Strategic Priority 8: Our Services

*Our Objective is to:*

*Deliver efficient and effective quality services in a planned and structured way through a committed, dedicated and professional staff*

*We will Achieve this through:-*

- ✓ Delivering Annual Service Plans as adopted by the Elected Members in line with the allocated budget
- ✓ Focusing our services on the needs of the customer
- ✓ Joining our services with other agencies to maximise impact and create economies of scale
- ✓ Making our services accessible to all and maximising the potential of ICT and social media to do this
- ✓ Providing training to ensure our staff have the necessary skills
- ✓ Seeking out and listening to feedback through a variety of mechanisms - e.g. on-line & other customer surveys
- ✓ Being fair, consistent and impartial in carrying out our regulatory functions
- ✓ Providing our services in a timely manner



*How we will measure our Achievements:-*

- Customer Feedback/Surveys
- Audit reports & compliance
- Response time to queries as set out in Customer Charter
- Websites



## **Strategic Priority 9: Finances**

*Our Objective is to:*

*Maximising resource availability and ensure expenditure takes place in line with agreed plans and programmes to achieve the desired outcomes*

*We will Achieve this through:-*

- ✓ Ensuring a financially healthy organisation
- ✓ Operating efficiently to minimise burden on business and householders
- ✓ Proving value for money
- ✓ Maximising existing income stream and identify potential new sources
- ✓ Expanding our rates base
- ✓ Improving collection rates across all income streams
- ✓ Improving cashflow & reduce number of days in overdraft

*How we will measure our Achievements:-*

- Rates Base
- Collection Rates
- Deficit Reduction
- Number of days in Overdraft



## **Strategic Priority 10: Communications**

*Our Objective is to:*

*Communicate with customers in a transparent, straightforward and meaningful way when conducting our business*

*We will Achieve this through:-*

- ✓ Developing and implementing an organisational communications strategy
- ✓ Providing communications & media training for senior management
- ✓ Progressing online/social media communications in keeping with customers demands.

- ✓ Maintaining a positive relationship with media.
- ✓ Having effective internal communications to ensure our staff are equipped to deal with customers effectively
- ✓ Two-way communicating with our customers on our policies, plans and work programmes
- ✓ Keeping information clear, brief & simple.
- ✓ Meaningful consultation and engagement with the public

*How we will measure our Achievements:-*

- Numbers availing of on-line services
- Number of hits on website
- Communications strategy delivered
- Feedback from media



## Strategic Priority 11: Accountability

*Our Objective is to:*

*Promote and demonstrate good governance through upholding high standards of conduct and behaviour*

*We will Achieve this through:-*

- ✓ Chief Executive's monthly report to Council
- ✓ Reporting To Council Meetings/Municipal District Meetings
- ✓ Producing our Annual Report in line with statutory requirements
- ✓ Resourcing our Internal Audit Function
- ✓ Supporting the Audit Committee
- ✓ Engaging with the Local Government Audit Service & NOAC and implementing improvements and changes in work practices where required
- ✓ Providing the data for National Performance Indicators
- ✓ Complying with the key principles of the Corporate Governance Code for the Local Authority Sector

*How we will measure our Achievements:-*

- Report to Council being delivered
- Annual report produced
- Implementation of audit recommendations
- Statutory audit report & NOAC recommendations implemented
- Our performance against peers in the National Performance Indicators
- Governance code being fully adhered to



## 7. Internal Capacity & Resources

Offaly County Council has a committed workforce of just under 400 staff and manages its human resource function through a suite of HR policies including workforce planning, recruitment and induction, training and development, performance management through the PMDS process and diversity and equality. The Council has delivered in line with the challenges arising from the national public service agreements and through the commitment and flexibility of our staff have delivered a wide range of efficiencies within the local authority, not least of which is a 29% reduction on 2008 staffing levels. The Council also works in partnership with the Association of Irish Local Government (AILG) to develop an effective training and development programme for elected members. From 2015, Offaly County Council will produce an Annual Service Plan in line with the Budget approved by the Members. The framing of the annual budget will be done within the context of available resources from both central government and local authority sources. The amount of budget available will therefore impact on the capacity of the Council to deliver on its objectives. The Annual Service Plan will also take into account agreed priorities set out in the Corporate Plan as well as legislative and statutory requirements that must be complied with by the Council such as health and safety. Notwithstanding this, Offaly County Council will endeavour to meet the challenges of the constantly changing external environment in which the local authority operates.

## 8. Implementation & Monitoring

Progress on achieving objectives will be measured in a variety of ways including through:-

- National Service Indicators (*see Appendix II*)
- Recommendations from National Oversight & Audit Commission
- Local Authority Annual Report
- Annual Progress Report on Corporate Plan Implementation
- Audit Committee Reports
- External Local Government Audit Reports
- Monthly Management Report to Council
- End of Year Accounts and Outturn Report
- Customer Surveys
- Quarterly review of Annual Service Plan targets to include taking of corrective action to revision or re-prioritisation of actions if deemed necessary.

## 9. Strategies & Plans Influencing Local Authority Activities

### National/EU

- Europe 2020
- National Anti-Poverty Strategy
- National Disability Strategy
- National Spatial Strategy
- Annual Housing Capital (SHIP) Programme
- National Housing Strategy for People with a Disability 2011-2016
- Traveller Accommodation Programme 2014-2018
- Keeping Communities Safe – Fire Services Framework
- National Climate Change Adaptation Framework
- Action Programme for Effective Local Government
- Action Plan for Jobs
- Construction 2020
- Our Sustainable Future – A Framework for Sustainable Development for Ireland
- National Policy Framework for Children 2014-2020
- Restructuring of Rural Transport Programme
- Smarter Travel – A Sustainable Transport Future – A New Transport Model for Ireland 2009-2020
- National Secondary Roads Needs Study – National Roads Authority - March 2011
- Public Service Stability Agreement 2013-2016 (Haddington Road)
- Opportunities for All – A Strategy for Public Libraries 2013-2017
- Managing the Delivery of Effective Library Services, September 2014

### Regional

- BMW Regional Operational Programme 2014-2020
- Midland Regional Planning Guidelines 2010-2022
- Eastern & Midlands Regional Waste Management Plan
- Midlands Regional Homeless Strategy (2013)

### Local

- Offaly County Development Plan
- Halting Site Management Plan 2015 - 2019
- Offaly County Council Homeless Implementation Plan 2013 - 2016
- Housing Maintenance and Management Policy 2015 - 2019
- Estate Management Policy (2009)
- Anti Social Behaviour Policy (2010)
- Scheme of Letting Priorities (2011)
- Differential Rent Scheme (2010) to be replaced by (National Rent Scheme 2015)
- Offaly County Council Credit Policy (2009)
- Loan and Rent Arrears Policies (2010) Housing Loan Arrears Policy (2012)
- Guidelines on the Implementation of Part V (2009)
- Local Economic & Community Plan (to be adopted in 2015)

## *Appendix I - Profile of County Offaly*

Offaly is situated in the Midlands of Ireland and shares boundaries with counties Westmeath, Meath, Kildare, Laois, Tipperary, Galway and Roscommon. As at Census 2011, the county's population was 76,687 persons, having increased from 70,868 in 2006. Approximately 40% of the population reside in the larger towns such as Tullamore (County Town), Birr, Edenderry, Clara and Portarlington. However the county remains largely rural in nature, with 30% residing in a well-developed network of smaller towns and villages of less than 1,500 population and the remainder located in the open countryside.

Offaly's extends over 493,985 acres (199,981 hectares) and its landscape is primarily flat and undulating. Peatlands accounts for almost 20% of the county with the balance in agricultural or forestry use. Peatlands have traditionally been a significant source of energy and employment for the county but in more recent times have developed as a key amenity and educational resource through for example the international scientific significance of Clara Bog and the development of the Lough Boora Discovery Park, visitor centre and cycleways.

An exception to Offaly's predominantly level topography is the Slieve Bloom Mountains, situated to the south west of the county, with their attractive foothills growing in popularity with a wide range of visitors due to the excellent opportunities for scenic walks and mountain bike trails. Offaly also has a comprehensive system of eskers mainly concentrated in the northwest and centre of the county. The most comprehensive of these eskers is the Eiscir Riada, which runs in a more or less continuous line from Shannonbridge to Clonmacnoise and onto Clara, Durrow and Rahugh, Co. Westmeath and dominates much of the landscape in the north west of the county. Other significant landscape features include the River Shannon which runs along the western county boundary and its Callows, the River Brosna, a tributary of the Shannon, the Grand Canal which traverses the county stretching from Edenderry to Shannon Harbour, important archaeological and historical landscapes including Clonmacnoise, Durrow, Rahan and Croghan Hill, an extinct volcano.

## Appendix II – Current National Service Indicators

### Housing (H1 to H7)

- H1: Housing Vacancies
- H2: Average Time Taken to Re-let Available Dwellings
- H3: Housing Repairs
- H4: Traveller Accommodation
- H5: Enforcement of standards in private rented sector
- H6: Grants to adapt housing for the needs of people with a disability
- H7: Pre-Tenancy Familiarisation Courses

### Roads (R1)

- R1: Road Restoration Programme

### Motor Taxation (M1 to M4)

- M1: Number of Motor Tax Transactions
- M2: Time Taken to Process Motor Tax Postal Applications
- M3: Time Taken to Process Driving Licence Applications
- M4: Public opening hours

### Water (E1 to E2)

- E1: Unaccounted For Water
- E2: Drinking Water Analysis

### Waste Management (E3 to E6)

- E3: Waste Segregation
- E4: Household Waste Sent for Recycling
- E5: Household Waste Sent for Landfill
- E6: Recycling Facilities

### Litter (E7 to E9)

- E7: Litter Prevention and Enforcement
- E8: Environmental Complaints and Enforcement
- E9: Percentage of schools participating in environmental campaigns

### Fire Service (F1 to F3)

- F1: Fire Service Mobilisation
- F2: Percentage of Attendances at Scenes
- F3: Fire Prevention

### Planning (P1 to P6)

- P1: Planning Applications – Decision-Making
- P2: Planning Enforcement
- P3: Planning Public Opening Hours
- P4: Pre-Planning Consultation
- P5: New Buildings Inspected
- P6: Taking Estates in Charge

### Revenue Collection (Rev 1 to Rev 5)

- Rev1: House Rent
- Rev2: Housing Loans
- Rev3: Commercial Rates
- Rev4: Refuse Charges
- Rev5: Non-Domestic Water Charges

### Corporate Issues (C1 and C2)

- C1: Working Days lost to Sickness
- C2: Staff Training and Development

### Library Services (L1 to L4)

- L1: Library Public Opening Hours
- L2: Library Visits
- L3: Library Stock
- L4: Internet Access through Libraries

### Recreational Services (Rec1 and Rec2)

- Rec1: Children's Playgrounds
- Rec2: Local Authority-Facilitated Leisure Facilities

### Community Participation (CP1 and CP2)

- CP1: Participation in local Youth Council/*Comhairle na n-Óg* scheme
- CP2: Groups Registered with the Community & Voluntary Forum

## *Glossary of Terms*

<b>AIT</b>	Athlone Institute of Technology
<b>CIF</b>	Construction Industry Federation
<b>CPG</b>	Corporate Policy Group
<b>DAHG</b>	Department of Arts, Heritage & Gaeltacht
<b>DCENR</b>	Department of Communications, Energy & Natural Resources
<b>DECLG</b>	Department of the Environment, Community & Local Government
<b>DETE</b>	Department of Enterprise, Trade & Employment
<b>DOF</b>	Department of Finance
<b>DPER</b>	Department of Public Expenditure & Reform
<b>DTTAS</b>	Department of Transport Tourism & Sport
<b>EPA</b>	Environmental Protection Agency
<b>IBAL</b>	Irish Business Against Litter
<b>IBEC</b>	Irish Business & Employers Confederation
<b>ICT</b>	Information & Communication Technology
<b>IFA</b>	Irish Farmers Association
<b>JPC</b>	Joint Policing Committee
<b>LCDC</b>	Local Community Development Committees
<b>LECP</b>	Local Economic & Community Plan
<b>LEO</b>	Local Enterprise Office
<b>MD</b>	Municipal District
<b>NOAC</b>	National Oversight & Audit Commission
<b>NPWS</b>	National Parks and Wildlife Service
<b>NTA</b>	National Transport Authority
<b>OLDC</b>	Offaly Local Development Company
<b>OPW</b>	Office of Public Works
<b>PPN</b>	Public Participation Network
<b>SICAP</b>	Social Inclusion Communities Activation Programme
<b>SPC</b>	Strategic Policy Committee

