

# Offaly Local Authorities Corporate Plan 2010 – 2014 Council Meeting 14/12/09



Adopted by Offaly County Council  
at its meeting on

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# 1. INTRODUCTION

## Cathaoirleach's Notes

As Cathaoirleach of Offaly County Council I am very pleased to preface this corporate plan with my own personal reflections on the importance of the work of the local authorities and on the emphasis placed on strategic planning within the organisation.



Readers will note the scope and scale of the functions associated with the work of the local authorities. Indeed it is a salutary reminder of the great responsibility entrusted in elected members by the people of Offaly. What the corporate plan does is to demonstrate that we will carry out our responsibilities in a thoughtful and strategic fashion, while being informed at all times by a core set of guiding principles.

It's worth taking a moment to reflect on those principles. They commit us to providing civic leadership, to a quality of customer care that is socially inclusive, that recognises the importance of partnership, sustainability, investment and pride in our local communities. We state firmly that we will be judged by the care and respect given to each and every user of our services by every member of the organisation.

These are enormously challenging times for local public representatives, staff in the local authorities and the people who rely on the services they provide. Meeting that challenge requires innovative thinking, strategic planning, hard work and a complete understanding and appreciation of the impact of our work on the daily lives of the people we serve. We must meet that challenge with a cohesive and realistic plan, firm in the belief that it is within our capacity to influence the lives of all our people for the better. This corporate plan represents our commitment to meeting those challenges. I commend all those who had responsibility for drawing it up, for the sense of equality and fair play embraced within its pages and for the earnestness with which it commits the resources available to achieving tangible outcomes.

Working together, with common goals and a shared vision of the future we will achieve what we set out to achieve.

*Noel Bourke*  
*Cathaoirleach*

## Manager's Notes

I am very pleased to provide an introduction to Offaly Local Authorities' Corporate Plan. The Corporate Plan provides the context and framework for the work of the local authorities for the period 2010 - 2014, setting out our agreed mission, values and priorities in respect of our many functions and activities.



Our role is at the heart of the community in the overall economic, social and cultural development of our county. It is not an option for us to carry out our tasks in an unstructured or formless way. We must be clear about what our priorities are, how we will implement our programmes, and, crucially in these difficult times, how we will manage our resources.

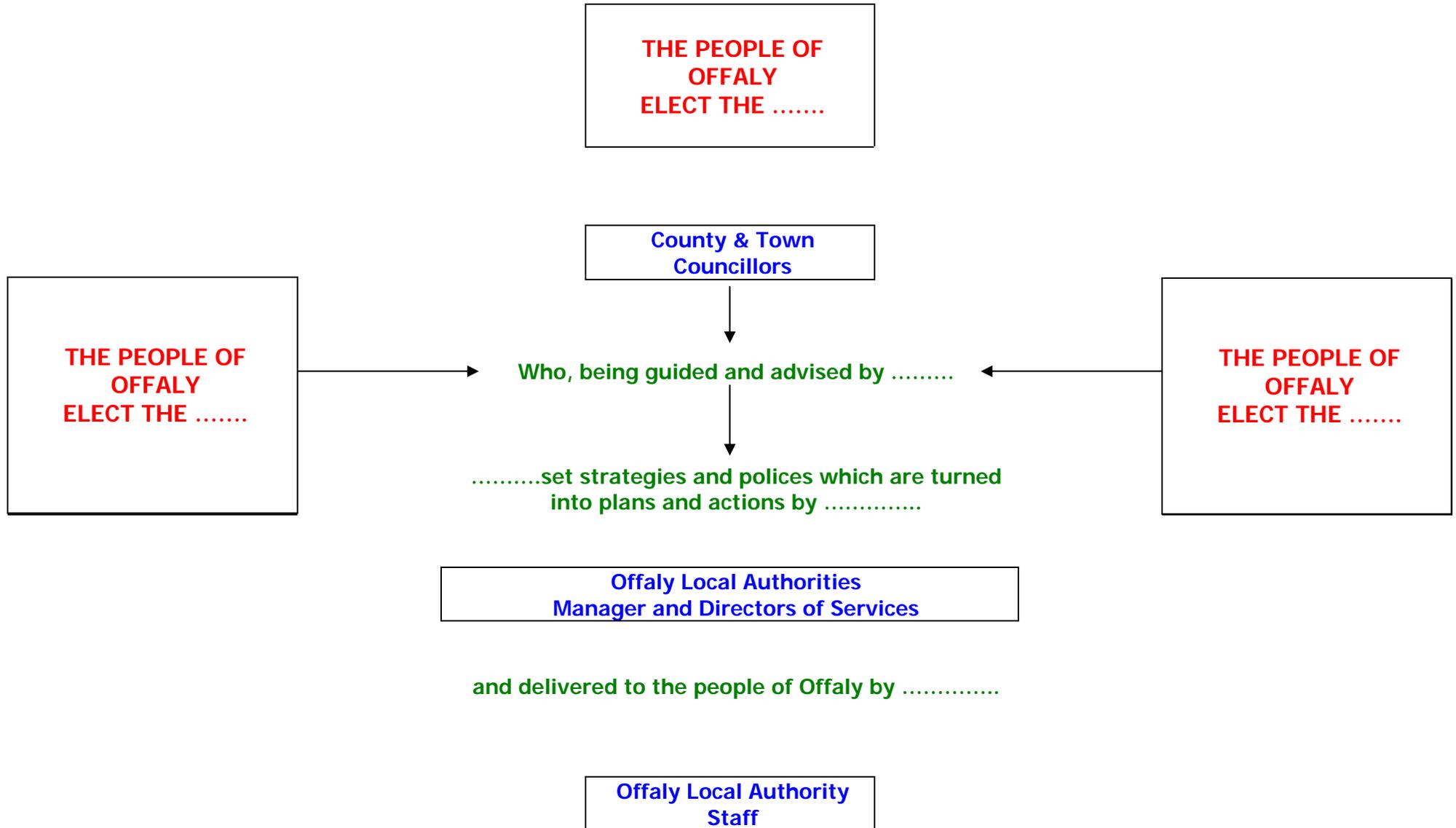
In his notes, the Cathaoirleach remarks on what a challenging time it is to be working in local government. Since mid 2008, Offaly Local Authorities, in common with other public bodies and many enterprises, has experienced considerable pressure and constraints on its financial and human resources. It is against this background that the Corporate Plan has been developed.

We set out to prepare a plan that was pragmatic in its tone and content, one that would have the respect of our staff as a plan that set standards and objectives that were realistic and achievable, a plan that would have the support of the elected members and indeed the general public. I believe this plan succeeds in delivering these objectives and I am grateful to all who contributed to its preparation. I look forward to their continued support in its implementation.

At a time when there is so much focus on the great national issues of the day, we can never afford to lose sight of our responsibilities on the ground and the critical role our services play in the quality of life of the people of Offaly. It is important that management, staff and elected members stay focused in these times of challenge on our overall commitment to serve the people of the county, and to promote its economic, social and cultural development. I am confident that with the continued co-operation, commitment and flexibility of our staff we will continue to ensure that the highest possible level of service is delivered to the public. This document is the benchmark by which we will be judged.

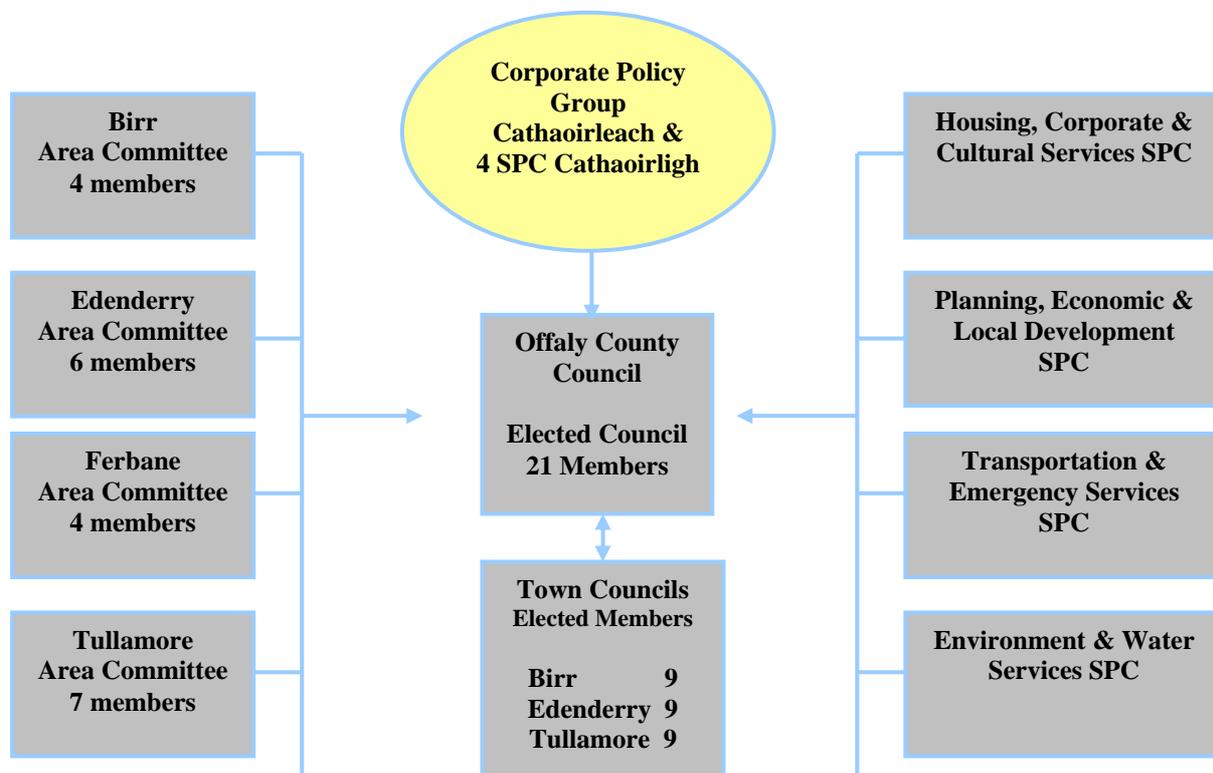
*Pat Gallagher*  
*Bainisteor*

## 2. LOCAL GOVERNMENT IN OFFALY – POLITICAL AND MANAGEMENT STRUCTURE

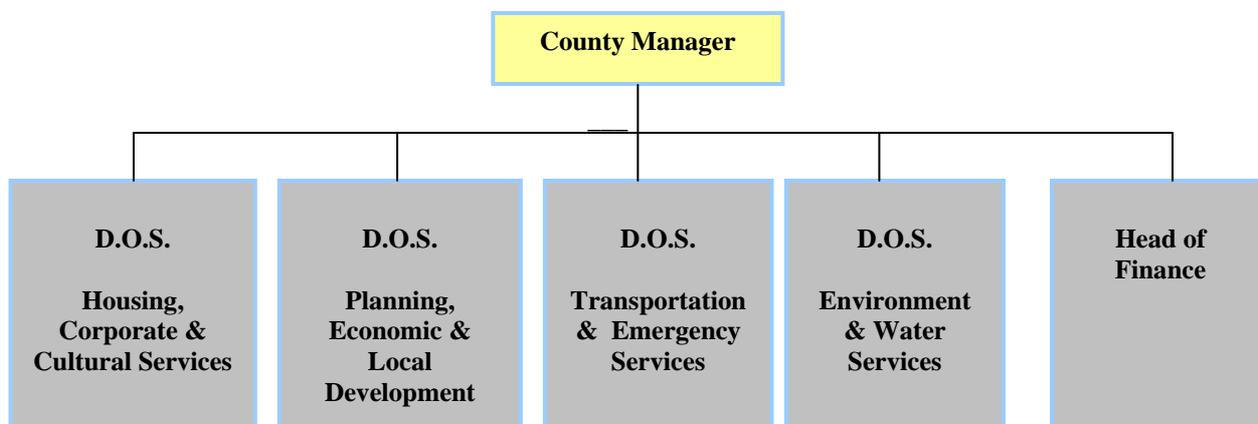


## Council Structure and Organisation Chart

### ELECTED MEMBERS:



### EXECUTIVE:



## STRUCTURE OF OFFALY LOCAL AUTHORITIES

The constituent elements of Offaly Local Authorities are Offaly County Council and the Town Councils of Birr, Edenderry and Tullamore. The services delivered by each organisation are set out in legislation. The Elected Council consists of twenty-one democratically elected members to Offaly County Council and nine elected members to each of the three Town Councils. Elections are held every five years.

The Authorities are responsible for providing an extensive range of services which impact directly or indirectly on the well-being of everyone in the county. The elected council, whose responsibilities are defined by law (reserved functions), is the policy making arm of the local authority. Reserved functions include the adoption of the annual budget, the borrowing of money, the adoption of development plans, the making of bye-laws, the adoption of building programmes etc. The responsibility for the day-to-day management of the local authorities is vested in the County Manager. The executive functions delegated to the Manager and staff include the employment of staff, property management, planning decisions and the day to day administration of the local authorities' affairs in accordance with the decisions of the elected members.

Issue of strategic policy are initiated by committees comprised of elected members and the nominees of the social partners. The committees are formally referred to as Strategic Policy Committees (SPC's). The organisation and delivery of the Council's functions are managed and administered through a number of Directorates which correspond to each SPC.

The other key structures which develop policy and/or deliver services include the Corporate Policy Group, the Management Team, Area Committees, and Joint Policing Committees.

### *Strategic Policy Committees – (S.P.C.s)*

S.P.C.s have a key role in advising and informing the Council. Their purpose is to provide a forum for debate on policy issues and for the development of policy recommendations for the Council. They have a broad membership including sectoral and community interests working with elected members and council staff. There are four S.P.C.s in Offaly dealing with the following policy areas;

- Housing, Corporate and Cultural Services
- Planning, Economic and Local Development
- Transportation and Emergency Services
- Environment and Water Services

(See appendix for current membership of Offaly County Council SPCs)

### *Corporate Policy Group – (C.P.G.)*

The Cathaoirleach of the S.P.C.s are elected members of the County Council. They, along with the Cathaoirleach of the Council, form a committee called the Corporate Policy Group (C.P.G.), advised by the County Manager. The C.P.G. is essentially the Council's 'Cabinet'. Its main roles are consultation in preparation of budgets, dealing with corporate issues, modernisation and customer service.

## *Management Team*

The County Manager, Directors of Services and Head of Finance meet regularly, and together are known as the Management Team of the Council. The Management Team serves as the senior executive of the organisation ultimately responsible for the strategic, operational and financial management of the organisation day to day.

## *Area Committees of the Council*

The elected Councillors within each of the four electoral areas in County Offaly, Ferbane, Birr, Edenderry and Tullamore, meet regularly with the Director of Service responsible for that area and other officials to discuss progress on local works and issues of concern. The Area Committee deals with matters relating to the operational delivery of local authority services.

## *Joint Policing Committees*

There are 4 Joint Policing Committee's, one for each of the Town Councils' administrative areas and one for the County Council administrative area. Their function is to serve as a forum for consultations, discussions and make recommendations on matters affecting the policing of the Local Authority's administrative area.

## Offaly Local Authorities Functions

The full range of Offaly Local Authority functions rests with the county councils, as the primary units of local government. In the case of some functions (e.g. library, motor tax, water services, national roads and fire services) the county council has responsibility throughout the entire county including the towns. Town Councils exercise functions to varying degrees within the towns concerned, from a fairly extensive role for some to a mainly representational role in case of certain town councils. However, all local authorities exercise a representational role and enjoy broad powers to support the community interest, to make bye-laws to regulate local matters and may raise a community contribution to support local projects. Town councils are also represented on the relevant county council area committees. The Local Government Act 2001 requires that county councils and town council's work together to provide a unified service to the public.

### Services:

### Summary of Activities/Services

#### **Housing Services:**

Provision and maintenance of local authority housing; delivery of estate management initiatives; provision of accommodation for travellers and homeless supports; provision of home ownership options and supports; affordable housing and low cost housing sites; provision of housing adaptation; mobility and elderly grants schemes; implementation of regulations for private rented accommodation, rental accommodation scheme (RAS) and leasing scheme.

#### **Library Services:**

Provision of public libraries; provision of county-wide

internet and community information points in all branch libraries; host a wide range of cultural and literary events annually.

**Arts and Cultural Services:** Support, advice and provision of funding to amateur and professional community arts organisations, individual professional artists, festivals and youth arts programmes; management of Arts Grant Scheme; provision of advise, support and funding to existing arts infrastructure; formulation and implementation of Arts Policies and Offaly County Councils Arts Plan; promotion of the growth of arts on a local level including support of social inclusion projects; provision of administrative support and funding to the OffalyFilm Commission; management of the Per Cent for Arts Scheme; promotion, advice and source funding for new arts infrastructure.

**Recreation and Amenity Services:** Provision of parks and open spaces, swimming pools and playgrounds.

**Environmental Services:** Waste management planning; protection of surface and ground water quality; promote and encourage waste minimisation through environmental awareness campaigns, including the green schools programme, household composting scheme and environmental partnership initiatives; veterinary services including abattoirs meat inspections, inspections of small meat manufacturing premises; control of dogs and horses; litter prevention and control; provision and maintenance of burial grounds; issuing of waste collection and facility permits; air/noise pollution controls; implementation of climate change strategy and landfill management.

**Water Services:** Operation and maintenance of public water and sewerage services schemes; supervision of group water and sewerage schemes; provision of well grants/domestic water supply; monitoring of drinking water quality; water conservation; implementation of Water Service Investment Programme for Offaly.

**Roads & Transportation:** Provision, maintenance and upkeep of the road network; traffic management; provision of public lighting; low cost accident improvement schemes; road safety initiatives; community involvement in roadworks (CIR) schemes; local improvement schemes (LIS); FAS jobs initiative scheme; issuing of casual trading licenses.

**Emergency Services:** Provision of a fire service to provide for the extinguishment of fires and the rescue of persons and property; monitoring and enforcement of fire safety regulations; promotion of fire safety awareness; Major Emergency Management; Building

Control; Civil Defence

- Planning & Development:** Preparation and implementation of county and area development plans; land use planning; control of building standards and unauthorised development; decisions of planning applications; town renewal schemes; urban and village renewal schemes; heritage and conservation protection and awareness programmes; conservation grants; industrial and tourism infrastructure and support.
- Economic Development:** Collaboration with state and semi-state agencies and the private sector to maximise opportunities for enterprise development; development and management of business parks; supporting the Gateway Implementation Forum.
- Community & Enterprise:** Facilitate the County Development Board and ensure suitable mechanisms are in place to implement the actions outlined in the Economic, Social and Cultural Strategy for Offaly; monitoring and evaluating the strategy and preventing the duplication of services.
- Corporate Services:** Secretariat to Council and Management Team; administration of higher education grants and register of electors; coroners expenses; maintenance of office accommodation; promotion of Irish language; workplace partnership; promotion of positive corporate image.
- Human Resources:** Workforce planning and management; HR policy development, monitoring, evaluation and review; recruitment and selection; employee relations; staff training and development; line management support; management of HR IT solutions.
- ICT Services:** Delivery of secure and reliable ICT infrastructures and support functions within the organisation; promotion of broadband technologies throughout the county.
- Financial Services:** Preparation of statutory financial reports, budgets, internal management reports, cash flow and other reports that assist management in decisions on resource utilisation and value for money; provision of services such as housing loans; motor taxation; creditor payments; payroll; revenue collection such as housing rents, water charges and rates.

### **3. OPERATING ENVIRONMENT**

#### **Background**

A number of factors impact on the manner in which we operate and our ability to deliver on our objectives, including economic, legal, political and social considerations.

Offaly Local Authorities' dependence on Central Government funding and its limited capacity to generate additional income locally may impact significantly on the authorities' ability to deliver its objectives over the next five years. Our goal during this difficult period will be to facilitate and sustain economic activity throughout the county. With reduced resources, both financial and human, the local authorities are faced with a particular challenge to meet the demands of new and increasingly complex legislation emanating from Central Government and from the EU. The Department of Environment, Heritage and Local Government sets much of our agenda in terms of policy, procedures, new initiatives, and influences critically our capacity to deliver this agenda through resource levels. Social factors including changing demographics, the emergence of commuter or dormitory towns, the lack of third level educational institutions are all factors which inform the development of corporate policy and operational strategies.

Notwithstanding the challenges faced by all small counties, Offaly has developed a reputation for being an attractive place to both live and work. It has an array of both social and community infrastructure meeting the needs of our communities, e.g., sports and leisure centres, recreational areas, a strong commitment to sustainable development, playgrounds, improved transportation links, health service provision and a strong community sector. This social infrastructure, combined with a proactive local authority, has contributed to the business friendly environment which exists and will be a critical factor, in partnership with other state agencies, in attracting business, commercial and educational interests to the County.

#### **Plans and Strategies**

A variety of national, regional and local plans provide the context for Offaly Local Authorities operational agenda.

##### ***National Spatial Strategy***

A commitment to a better regional distribution of public and private investment fostering balanced regional development. Offaly is part of the Midland Region with Laois, Longford and Westmeath. The Spatial Strategy sets out a vision for regional development in Ireland up to 2020.

##### ***National Development Plan 2007-2013***

The National Development Plan, Transforming Ireland – A Better Quality of Life For All will continue to fund major infrastructural, economic and social improvements within the county.

### ***Border, Midland and Western Regional Strategy 2007 – 2013***

The specific focus of the ERDF co-financed BMW Regional Operational Programme 2007- 13 is on innovation, ICT and the knowledge economy, environment and renewable energy, urban development of Gateways and Hubs and secondary transport networks (road and rail).

### ***Midland Regional Planning Guidelines***

Tullamore forms part of the Midlands Gateway envisioned for the Midlands in the National Spatial Strategy together with Athlone and Mullingar. These towns are expected to grow to a combined population of 85,000 by 2022.

### ***County Development Strategy 2002-2012***

Interagency strategy for the economic, social and cultural development of the county.

### ***Offaly County Development Plan 2009-2015***

Sets out the parameters for land use and development and controls growth and settlement patterns within the county.

### ***Changing our Ways 1998***

Reducing our local dependence on landfill by encouraging the transition to a modernised integrated waste system, which follows the European waste hierarchy

### ***Waste Management Plan for the Midlands Region 2005-2010***

The Plan sets out a framework for the sustainable management of waste within the five Local Authority areas and covers all non-hazardous waste arising in the Region. The Plan also has regard to the management of hazardous waste in accordance with the National Hazardous Waste Management Plan, prepared by the EPA

### ***National Climate Change Strategy 2007-2012***

Offaly Local Authorities have adopted a local Strategy that encompasses the goals of The National Climate Change Strategy which sets out the measures that Ireland will need to take in order to meet its 2008-2012 commitment under the Kyoto Protocol by identifying and quantifying the relevant measures across all sectors.

### ***Disability Strategy***

The Strategy gives effect to the policy of mainstreaming public service provision for people with disabilities and is designed to advance and underpin the participation of people with disabilities in society by supporting the provision of disability specific services and improving access to mainstream public services.

### ***River Basin Management Plans***

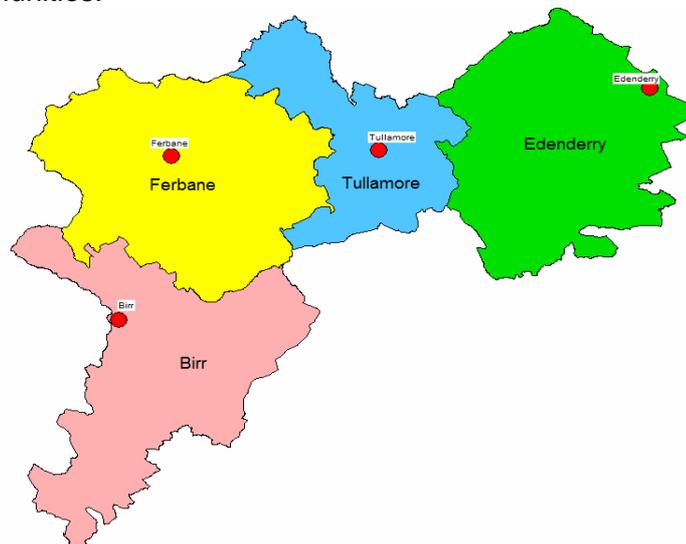
The individual RBMPs describe the actions required to ensure the necessary protection of our waters over the coming years. They set out how the aims and objectives of improving and protecting water quality and ecology of each of the country's eight river basin districts could be achieved.

### ***Ireland – Towards and Integrated Public Service, OECD Report***

The report encourages a greater focus on the impact of outputs on outcomes and a move away from central control to a more responsive and flexible approach to meet the needs and expectations of the country as a whole.

## A Profile of County Offaly

- Population of 70,868 based on the 2006 Census of Population
- Located in the Midlands between the National Primary routes of the N7, M4 and M6.
- Shares its border with seven other counties.
- Traversed by the Grand Canal, bordered by the River Shannon to the west and the Slieve Bloom mountains to the south.
- Key industries are commerce and trade, manufacturing and professional services. Within Offaly there is a strong tradition of peat harvesting and electricity generation.
- Offaly Local Authorities and the Health Services Executive are two of the largest employers in the county.
- Tullamore is a centre of excellence for medical devices/medical services and other medtech and consumer foods.
- Agriculture and forestry have experienced a significant decline over the past 10 years.
- The total land area in Offaly is 199,785 hectares with the number of farmers in the county estimated to be approximately 2,500 in 2007.
- Offices of the Department of Education, Department of Finance and Department of Agriculture are based in the county.
- Tullamore, with Athlone and Mullingar, forms the Midlands Gateway.
- Tourism is, and will be, a vital part of Offaly's economy with its boglands, walkways and waterways, natural beauty and nature reserves, and a rich monastic heritage.
- The total number of persons who have completed a Third Level qualification increased over the period 1996 – 2006, i.e., from 10.8% to 18%.
- High speed broadband is available in Edenderry, Tullamore, Birr and Banagher. There are also wireless broadband services available in these towns and throughout the county. Work on further enhancements and arranging for increased connectivity throughout the county is on-going.
- Good road and rail links to seaports and airports.
- Excellent amenities, schools and quality affordable housing.
- Development in Tullamore includes new modern buildings, hospital, offices and several new retail and entertainment outlets.
- Offaly is well served by public transport, Pilot Rural Transport initiatives operate in the West/South and North Offaly.
- Commuting long distances to work is an important issue for Offaly residents and communities.

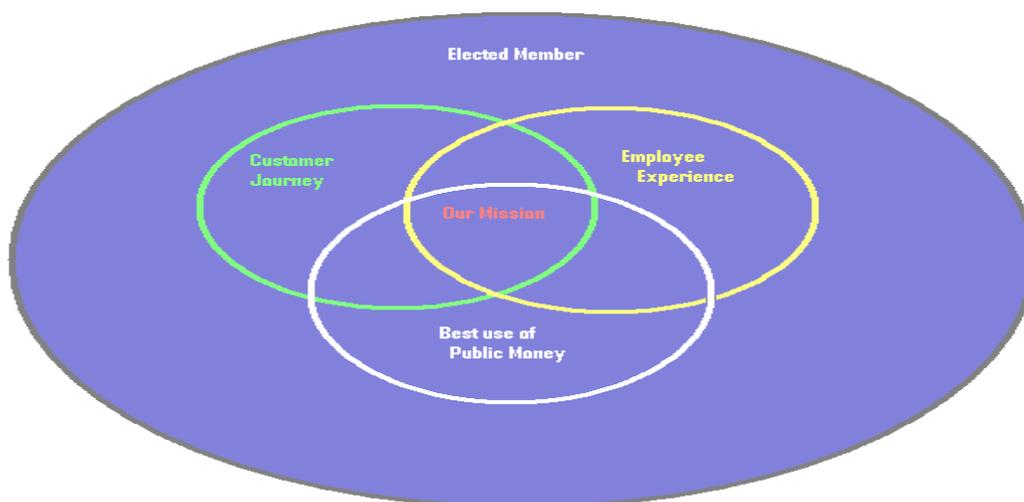


## 4 MISSION, ETHOS AND CORE VALUES

### Mission

“To improve the quality of life for people in Offaly “

### Ethos



*An organisation, and in particular one which serves the public, must have an ethos and guiding principles which define its very existence. At its core Offaly Local Authorities strives to be recognised for the care and respect given to each and every user of its services by every member of the organisation. Our capacity to deliver our objectives relies on a number of inter-dependent strategic objectives including our respect for the needs and rights of our customers and our employees, while observing the most appropriate use of public funds. We endeavour to be the centre of civic and democratic leadership and, in partnership with the people of Offaly, we seek at all times to provide socially inclusive responses to the needs of our community.*

### Vision for County Offaly

“That all people in Offaly will enjoy equal opportunity and a good quality of life – that they will look forward to the future with confidence while cherishing the past”

## Our Core Values

- **Democratic and Civic Leadership** – we provide clear, effective, democratic and civic leadership. We inform, listen and respond to local people.
- **Customer Care** – we ensure that all services are customer and user driven.
- **Social Inclusion** – we are committed to the principles of equality of access, participation and outcome for all in relation to service delivery.
- **Quality Services** – we strive for continuous improvement in our service delivery including internal and external communications.
- **Staff** – we are committed to developing a loyal, flexible and innovative workforce in a continuing positive work environment.
- **Partnership** – we work with other agencies and local communities.
- **Integrity** – we maintain the highest standards of conduct and probity, are open, accountable and objective and make impartial decisions in the public interest.
- **Best Use of Public Money** – we are committed to the most efficient and effective use of available resources to provide a quality service and ensure value for money.
- **Sustainability** – we work in ways that will not constrain the current or future needs of the people and communities of Offaly.
- **Productive Investment** – we are committed to assisting industrial, economic and rural development.
- **Pride in Offaly** – we promote the county as an attractive place to live work and invest. We encourage civic pride and responsibility, celebrate people in Offaly, their traditions and culture.

## 5. STRATEGIC PRIORITIES

The following strategic issues have emerged from consultations with elected members, management, staff, communities and other stakeholders. They outline how Offaly Local Authorities propose to achieve its mission statement and implement its core values. These strategic priorities are presented in line with the executive structure and their implementation may be dependent on a number of factors including the availability of human and financial resources.

### Housing, Social & Cultural Strategic Priorities

- ***Developing Sustainable Communities***

**We will assist in developing sustainable communities by:**

- Effectively managing our housing stock, assessment and allocations process and ensure standards for private rented accommodation are met.
- Providing inclusive supports for marginal groups and the voluntary housing sector and an enhanced estate management service for communities.
- Supporting and facilitating home ownership options and provision of housing grants schemes.
- Ensuring an adequate and appropriate supply of housing under an expanded range of options.
- Managing our housing capital programme to enhance the quality of existing stock in order to meet local need in a safe and secure environment.

- ***Delivering Quality Library, Arts and Recreation Services***

**We will assist in delivering on these services by:**

- Supporting the development of a modern accessible library and information service through implementation of the Library Development Plan.
- Improving the ICT capability and customer access and enjoyment of our libraries.
- Providing a virtual library space through our website and enhancing digital content and online access to our collections.

- Further developing our libraries as centres of cultural information and learning.
- Assisting in developing vibrant and creative communities through the implementation of Offaly County Council's Arts Plan.
- Supporting the development of arts spaces and infrastructure together with provision of supports for community arts activities.
- Providing supports to communities to develop local play and recreation facilities in partnership with other agencies.
- Enhancing participation and enjoyment of sport and recreation in conjunction with Offaly Local Sports Partnership.

## Environment and Water Services Strategic Priorities

- ***Strengthening Offaly's Environmental Resources***

**We will assist in strengthening Offaly's environmental resources by:**

- Implementing the provisions of the Regional Waste Management Plan, its policies and targets.
- Implementing the River Basin Management Plans.
- Promoting cleanliness and tidiness in towns and rural areas, by encouraging a culture of 'pride of place' and by implementing the current Litter Management Plan.
- Encouraging approaches to sustainable development under Local Agenda 21.
- Providing Veterinary services that benefit consumer health, animal welfare and environmental quality.
- Protecting and enhancing public health through the local surveillance and enforcement of food safety legislation.
- Maintaining and improving the quality of our environment by a programme of education, encouragement, monitoring and enforcement.
- Addressing the challenge of Climate Change by ensuring climate change considerations are incorporated into all future development and spatial planning.
- Implementing in-house energy and waste reduction programmes.
- Providing adequate burial grounds for the needs of the county.

- **Providing and Maintaining Water/Waste Water Services of the Highest Quality to our Customers**

**We will assist in providing water and waste water services to the highest quality by:**

- Providing quality water/wastewater services in a sustainable manner, and in compliance with National and EU standards for all domestic and non-domestic customers.

- Implementing best practice in network management to reduce Unaccounted for Water in public schemes and promote Water Conservation in the wider Community.
- As supervising Authority, implementing the Drinking Water Regulations for Private Group Water Schemes and Small Private Supplies to ensure supplies are safe
- Supporting and assisting the Group Water Scheme Sector through the administration of Capital Grants and operational Subsidies under the Rural Water Programme.
- Planning the future development of water services infrastructure in the County to maintain quality standards and provide for economic development
- Liaising with the Department of the Environment, Heritage and Local Government on securing resources and implementing plans under the Water Services Investment Programme, having regard to the assessment of need.

## **Transportation And Emergency Services Strategic Priorities**

- ***Providing, developing and managing a safe and efficient road network to support environmental, social and economical development in accordance with local and national policies.***

**We will assist in providing a safe road network by:**

- Implementing an efficient traffic management control system.
  - Monitoring, improving and evaluating traffic management, including traffic controls in our towns to achieve a safe and sustainable urban environment.
  - Implementing Smarter Travel initiatives that will enhance communities, improve our environment, make our economy more efficient and competitive and significantly adding to the quality of life of all our citizens.
  - Developing the road network to support the objectives of the region, county and local development plans.
- ***Working with the local community and other agencies to reduce the risk to life and property and to effectively and promptly respond to fires and other emergencies when they occur.***

**We will assist in providing a fire and other emergencies response by:**

- Providing an efficient and effective Operational Fire Service.
- Developing and enforcing Fire Prevention Management Programmes and increase Fire Safety Awareness through public education.
- Ensuring an effective, efficient, well trained and safe Fire Service.
- Ensuring that the fire safety of new buildings are planned and built in accordance with the building regulations.
- Ensuring that all the relevant agencies are informed of their role in the event of a major emergency.
- Supporting Civil Defence to support statutory and other agencies in emergency situations.

## **Planning, Economic and Local Development Strategic Priorities**

- ***Planning for and managing in a sustainable manner the development and use of the relevant resources in the interests of long term economic, social and cultural progress for the benefit of all.***

**We will assist in providing a sustainable planning response by:**

- Implementing appropriate planning policy for County Offaly
  - Developing and strengthening closer partnership between Offaly Local Authorities and agencies and sectors represented on the County Development Board.
  - Developing policies for conservation of the built environment and the archaeological heritage.
  - Developing our planning enforcement systems.
  - Protecting the built and natural environment and to integrate policies for same with other strategies for the development of the County.
  - Continuing to maximise the amount and scope of information available to the public electronically and in user friendly formats.
- ***Facilitating economic development and enterprise creation in Offaly and co-ordinating and promoting tourism development.***

**We will assist in developing enterprise by:**

- Securing the physical, economic, social and cultural development of the county.
- Ensuring that planning policy supports and facilitates, to the greatest extent possible, enterprise and economic development in Offaly.
- Promoting and maximising opportunities for enterprise development in Offaly and recognise, encourage and support entrepreneurship and an enterprise culture.

- Facilitating and supporting agencies, in particular Offaly County Enterprise Board and Offaly Local Development Company, to fulfil their objective in terms of enterprise and job creation.
- Liaising with and supporting tourism bodies and communities working to develop and promote cultural and tourism products in Offaly through participation in the tourism interagency group.
- Encouraging voluntary activity and its role in building social capital in our communities.
- Conducting research and monitoring issues relevant for the County and Region.

## **Internal Services (Corporate, ICT, Finance, HR) Strategic Priorities**

- ***Achieving through our people***

**We will support, develop and manage our human resources by:**

- Creating a positive and safe working environment through employee relations and workplace partnership, and through implementing agreed HR policies and procedures.
- Creating an equitable, consultative and supportive working environment through communication, flexible working arrangements and change management.
- Supporting staff to reach their potential through training and development, induction and probation, performance management, attendance management and leadership development.
- Developing a competent, skilled and flexible workforce through strategic workforce planning, recruitment, selection and assignment of duties.

- ***Enhancing communication and information systems***

**We will assist in providing a high quality ICT service by:**

- Enhancing the capacity of Management and Staff to deliver services to our customers through implementing reliable and efficient business applications
- Integrating a range of electronic services to all customers
- Promoting broadband growth in County Offaly and ensuring a reliable, secure internal ICT infrastructure
- Enhancing internal capacity in the I.S. department to deliver high quality ICT services to the organisation.
- Modernising information access facilities to Elected Members

- ***Delivering the democratic mandate***

**We will support the delivery of the democratic mandate by:**

- Ensuring transparent, efficient, and accurate local elections.
- Maintaining and updating the register of electors.
- Providing an efficient and professional secretariat to the Council and their committees.
- Making information available to the members in a timely, convenient and flexible manner to allow for informed decision making.
- Providing training to assist in members' professional development.
- Facilitating and supporting the Community and Voluntary Forum.

- ***Best use of Public Money***

**We will assist in ensuring best use of public money Council by:**

- Ensuring economy, efficiency and effectiveness across all budget areas.
- Ensuring that financial reporting is carried out in a timely and efficient manner.
- Providing budget and financial management to senior management and the council.
- Protecting the assets of the organisation.
- Maximising income through the collection of local revenues and in seeking funding from various organisations.

## **6. Managing Resources**

### **Managing Resources**

Offaly Local Authorities have in place a robust set of human resource policies which are agreed in consultation with management and staff. These policies include workforce planning, recruitment, performance management, training and induction training, probation, equality and diversity policies and leadership development. These policies have enabled management, staff and elected members to deliver effective services with the customer at the centre.

In 2009 strict cost saving measures were introduced. In Offaly, the Local Government Fund was reduced by 8.82%, while all Local Authorities were required to demonstrate a 3% savings in payroll expenditure over the 2008 figure. Further, a public service wide embargo on staff recruitment was implemented. In order to achieve the required savings Offaly Local Authorities adopted strict expenditure monitoring policies, terminating temporary contracts of employment, and eliminating or significantly reducing overtime and leave cover.

The Council will be required to allocate resources on a well-informed basis if it is to realise the strategic priorities outlined in the Corporate Plan 2010 – 2014. Good financial management systems, devolved budgetary control and a culture of attaining best use of public money will be promoted across the Local Authority. The Finance Department will provide and promote procedures for budgetary control, management information and general cost effectiveness. In addition it will provide control and supervision of all statutory and financial accounting, investments and borrowing and the management and control of income and expenditure.

Notwithstanding the financial constraints under which Local Authorities now operate, Offaly Local Authorities will continue to meet the challenges of the current Council term and will strive to achieve best use of public money to meet the needs of the people of Offaly.

## 7. Performance Management, Implementation and Monitoring

### Corporate Planning Cascade:



As an accountable and transparent organisation it is necessary to measure the performance of the local authority against the objectives set in the Corporate Plan on a frequent and structured basis. The strategic priorities set out in this plan span a five year period and are at a high level. The Annual Budget will impact on the capacity of the organisation to deliver the priorities. The priorities will be reflected in the more detailed annual plans to be produced by each section of the organisation. A range of service indicators have been developed nationally as part of regular management review processes to monitor performance of the organisation. Other local indicators based on our strategic priorities will be contained in the service plans.

### National Service Indicators (S.I.s)

The service indicators initiative developed for local authorities by the Department of the Environment, Heritage and Local Government (Delivering Value for People: Service Indicators in Local Government 2004) has introduced 42 Key Performance Indicators across the range of local authority functions (see appendix). Alongside the introduction of local indicators the intention is that performance can be measured and assessed in a meaningful

and understandable way by the customer. Indicators are focussed on outcomes and in some cases are linked to targets established in the County Development Board Strategy.

The commitments of Offaly County Council under the County Development Board Strategy are also reviewed periodically.

### **Mechanisms for Review**

A number of mechanisms are available to report on progress including Annual Business Plans, Annual Budget Reports and Offaly Local Authorities Annual Report.

### **Annual Business Plan**

For the five year duration of this Plan an Annual Business Plan will be developed by each service area to outline the specific activities that will be undertaken in support of achievement of the Core Objectives. The Business Plans will ground the objectives of the Corporate Plan into more detailed actions which link with annual activity in each service or section. Annual Business Plans will be developed by the end of **January** each year and will be linked to the budgetary process, PMDS, national and local service indicators.

### **Annual Budget**

Each year Offaly Local Authorities prepares an Annual Budget. The Budget shows the estimated annual expenditure and income for each of the Authorities services. The Manager also includes in the Budget an annual progress report in respect of the Local Authorities Corporate Plan. The adoption of the Budget is a reserved function.

### **Annual Report**

The Annual Report of Offaly County Council will report on the implementation of the Corporate Plan. This will be achieved by providing a summary report on progress achieved and by assessing implementation against national and local performance indicators. In addition, regular reporting to the Corporate Policy Group will ensure ongoing assessment and review. The local authority needs to be responsive to change. Monitoring and review processes will enable changes in direction or focus be signalled. Any changes from the Corporate Plan will be reflected in the Annual Operational Plan.

### **Customer Services Plan to follow**

A Customer Services Plan reflecting the priorities identified in the corporate planning consultations will be produced in early 2010.

## 8. APPENDICES

### Offaly Local Authority Elected Members:



**Offaly County Council  
Comhairle Chontae Uíbh Fhailí**



#### Birr Electoral Area:

Carroll, John	The Ring, Birr	(057) 91 20976	<a href="mailto:cllrjohncarroll@eircom.net">cllrjohncarroll@eircom.net</a>	Non-Party
Clendennen, Percy	Kinnitty, Birr	(057) 91 37076	<a href="mailto:percyclendennen@oceanfree.net">percyclendennen@oceanfree.net</a>	Fine Gael
Ormond, Peter	Kyleogue, Shinrone, Birr	(0505) 47079	<a href="mailto:ossiec@eircom.net">ossiec@eircom.net</a>	Fianna Fáil
McLoughlin, Tony	Main Street, Birr	(057) 91 21376	<a href="mailto:cllrtonymcloughlin@eircom.net">cllrtonymcloughlin@eircom.net</a>	Non-Party

#### Edenderry Electoral Area:

Bourke, Noel (Cathaoirleach)	Killane, Edenderry	(046) 97 31295	<a href="mailto:noelbourke@hotmail.com">noelbourke@hotmail.com</a>	Fianna Fáil
Fitzpatrick, Eddie	Benfield, Cloneyhurke, Portarlinton	(057) 86 23261	<a href="mailto:eddiefitzp@eircom.net">eddiefitzp@eircom.net</a>	Non-Party
Foley, John	Killane, Edenderry	(046) 97 32332	<a href="mailto:info@johnfoley.ie">info@johnfoley.ie</a>	Fianna Fáil
Hogan, Nichola	8 The Sycamores, Edenderry	(086) 3840320	<a href="mailto:nhogan@lawlibrary.ie">nhogan@lawlibrary.ie</a>	Fine Gael
Quinn, Liam	Edenderry Road, Rhode	(087) 9163066	<a href="mailto:liamjq@gmail.com">liamjq@gmail.com</a>	Fine Gael

#### Ferbane Electoral Area:

Dooley, Eamon	Na Tullaig, Aughaboy, Ferbane	(090) 64 54510	<a href="mailto:eamondooley@eircom.net">eamondooley@eircom.net</a>	Fianna Fáil
Hanniffy, Constance	Doon, Ballinahown	(090) 6430106	<a href="mailto:connieh@iol.ie">connieh@iol.ie</a>	Fine Gael
Leahy, John	Glendine, Kilcormac	(087) 2073226	<a href="mailto:info@johnleahy.ie">info@johnleahy.ie</a>	Non-Party
Moylan Ryan, Sinead	Woodbank, Shannonbridge	(057) 9151113	<a href="mailto:sinead.moylan-ryan@oireachtas.ie">sinead.moylan-ryan@oireachtas.ie</a>	Fianna Fáil

#### Tullamore Electoral Area:

Buckley, Molly	Moylena, Clara Rd, Tullamore	(057) 93 41357	<a href="mailto:mollybuckley@eircom.net">mollybuckley@eircom.net</a>	Fine Gael
Butterfield, Johnny	Ballincanty, Blueball, Tullamore	(057) 93 54027	<a href="mailto:butterfield.jad@eircom.net">butterfield.jad@eircom.net</a>	Non-Party
Cowen, Barry	Kilnacarra, Lahinch, Clara	(057) 93 23277	<a href="mailto:cowenauct@eircom.net">cowenauct@eircom.net</a>	Fianna Fáil
Dolan, Dervill	10 Cormac Street, Tullamore	(057) 23530	<a href="mailto:dervilldolan@eircom.net">dervilldolan@eircom.net</a>	Non-Party
Dooley, Sinead	Rahan Road, Sragh, Tullamore	(057) 93 51828	<a href="mailto:sineadtdooley@gmail.net">sineadtdooley@gmail.net</a>	Fianna Fáil
McKeigue, Thomas	Spollanstown, Tullamore	(057) 93 41519	<a href="mailto:tommymckeigue@eircom.net">tommymckeigue@eircom.net</a>	Fine Gael
Owens, Danny	Lugamarla, Mountbolus, Tullamore	(057) 93 54814	<a href="mailto:dannyowens@eircom.net">dannyowens@eircom.net</a>	Fianna Fáil

## Birr Town Council Elected Members:



Photo to be included.

Campbell, Michael	Woodland Park, Birr	087-2618507		Fine Gael
Carroll, John	The Ring, Birr	087-2283772		Non Party
Fanneran, Bernadette	Woodlane, Hillside, Birr	086-6015497	<a href="mailto:berniefanneran@live.ie">berniefanneran@live.ie</a>	Fianna Fail
Loughnane, Michael	13 Meadowville, Birr	087-2455887	<a href="mailto:loughhoil@iol.ie">loughhoil@iol.ie</a>	Fianna Fail
McLoughlin, Tony	Main St, Birr	086-3643855	<a href="mailto:councillortony@yahoo.ie">councillortony@yahoo.ie</a>	Non Party
Russell, Noel	30 Pound St, Birr	086-3243041		Fianna Fail
Sheils, Denis	10 Ely Place, Crinkle	087-9318387		Non Party
Tierney, Denis	Mile Tree, Birr	087-2789691	<a href="mailto:tierneydenis@eircom.net">tierneydenis@eircom.net</a>	Fianna Fail
Whelahan, Brian	Rock Lane, Birr	086-7957004		Fine Gael

## Edenderry Town Council Elected Members:



Brady, Patricia	Dublin Road, Edenderry	(046) 9731025	Fine Gael
Breen, Mary	12 St. Patricks Road, Edenderry	(046) 9732076	Fianna Fail
Cribbin, Noel	Francis Street, Edenderry	(046) 9731145	Fianna Fail
Foley, John	Killane, Edenderry	(046) 9732332	Fianna Fail
Hogan, Liam	Carrick Road, Edenderry	(046) 9732021	Fine Gael
Leddin, Declan	7 Kileden Lawn, Edenderry	(085) 1620733	Labour
McDonnell, Fergus	51 Gilroy Avenue, Edenderry	(046) 9731608	Non-Party
Murrin, Jim	49 Assumption Road, Edenderry	(046) 9732082	Non-Party
O'Neill, Finian	Derries, Edenderry	(046) 9731766	Fianna Fail

## Tullamore Town Council Elected Members:



Buckley, Molly	Moylena, Tullamore	057 9341357	<a href="mailto:mollybuckley@eircom.net">mollybuckley@eircom.net</a>	Fine Gael
Byrne, Lar	15 O'Brien St., Tullamore	057 9360298	<a href="mailto:larpbyrne2@eircom.net">larpbyrne2@eircom.net</a>	Labour
Dooley, Sinead	Rahan Rd., Tullamore	057 9351828	<a href="mailto:sineadtdooley@gmail.com">sineadtdooley@gmail.com</a>	Fianna Fail
Harvey, Declan	11 Park Avenue, Tullamore	057 9352816	<a href="mailto:dmharvey@eircom.net">dmharvey@eircom.net</a>	Fianna Fail
Killeavy, Brendan	Cappincur, Tullamore	057 9329499	<a href="mailto:brendankilleavy@live.ie">brendankilleavy@live.ie</a>	Sinn Féin
McCormack, Tony	Daingean Rd., Tullamore	057 9324508	<a href="mailto:tony.mccormack@yahoo.ie">tony.mccormack@yahoo.ie</a>	Fianna Fail
McKeigue, Tommy	Spollanstown, Tullamore	057 9341519	<a href="mailto:tommymckeigue@eircom.net">tommymckeigue@eircom.net</a>	Fine Gael
O'Brien, Sean	83 Whitehall, Tullamore	057 9352905	<a href="mailto:seanobrien@ireland.com">seanobrien@ireland.com</a>	Labour
Rowland, Paddy	Knockowen Rd, Tullamore	057 9352917	<a href="mailto:rowlandpaddy@hotmail.com">rowlandpaddy@hotmail.com</a>	Fianna Fail

**Offaly County Council**  
*Comhairle Chontae Uíbh Fhailí*



**Telephone: 057 9346800 Fax: 057 9346868**  
**E-mail: [corpsev@offalycoco.ie](mailto:corpsev@offalycoco.ie) Website: [www.offaly.ie](http://www.offaly.ie)**  
**24-Hour Emergency Service (outside office hours) 1890 750 750**

**HEADQUARTERS**

Áras an Chontae, Tullamore 057 93 46800

**DEPARTMENTS**

Arts Office 057 93 57440  
Community & Enterprise 057 93 57401  
Corporate Services 057 93 57402  
Environment 057 93 57403  
Finance  
- Accounts 057 93 57404  
- Agresso Support 057 93 57405  
- Housing Loans 057 93 57406  
- Payroll 057 93 57407  
- Rates 057 93 57408  
Housing 057 93 57409  
Human Resources 057 93 57410  
IS Department 057 93 57411  
Motor Taxation 057 93 57413  
Planning 057 93 57414  
Roads & Infrastructure  
- Roads 057 93 57415  
- Water Services 057 93 57416  
Stores 057 93 25100

**AFTER HOURS**

Lo Call 1890 750 750

**FIRE SERVICE**

Fire Station HQ, Tullamore 057 93 21441

**LANDFILL**

Derryclure Landfill Site 057 93 44186

**DOG WARDEN**

Dog Pound, Cappincur 057 93 51181

**TOWN COUNCILS**

Tullamore Town Council 057 93 46850/52470  
Edenderry Town Council 046 97 31256  
Birr Town Council 057 91 24900

**AREA OFFICES**

Tullamore Area Office 057 93 63708  
Birr Area Office 057 91 24900  
Ferbane Area Office 0906 454306  
Edenderry Area Office 046 9731256

**LIBRARIES**

Library HQ 057 93 57412  
Banagher 057 91 51471  
Birr 057 91 20961  
Clara 057 93 31389  
Daingean 057 93 53005  
Edenderry 046 97 31028  
Ferbane 0906 454259  
Kilcormac 057 91 35086  
Tullamore 057 93 46832  
Shinrone 0505 47045

**MANAGEMENT TEAM**

**County Manager**

Mr. Pat Gallagher

**Directors of Services**

**Housing, Corporate and Cultural Services  
Planning, Economic and Local Development  
Transportation and Emergency Services  
Environment and Water Services**

Mr. Seán Murray  
Mr. Declan Kirrane  
Mr. Michael Roche  
Mr. Frank Heslin

**Head of Finance**

Mr. Declan Conlon



## Strategic Policy Committees

### Planning, Economic & Local Development Policy

#### County Council Members:

**Chairman:** Cllr. Cllr. Eamon Dooley, Na Tullaig, Aughaboy, Ferbane.  
Cllr. Dervill Dolan, Patrick Street, Tullamore  
Cllr. Peter Ormond, Clonlisk, Shinrone, Birr  
Cllr. Liam Quinn, Edenderry Road, Rhode  
Cllr. Sinead Dooley, Rahan Road, Sragh, Tullamore  
Cllr. Johnny Butterfield, Ballincanty, Blueball, Tullamore

#### Birr Town Council

**Member:** Cllr. Michael Loughnane, 13 Meadow Ville, Birr

#### Sectoral Members:

Trade Union: Mr. Ray Kennedy, IMPACT, 60 Thornsby Est. Tullamore  
Business/Construction: Mr. Dominic Doheny, Flanagan Group, Tullamore  
Community/Voluntary: Mr. Tom Finnerty, Tullybeg, Rahan  
Agriculture/Farming:

### Housing, Social & Cultural Policy

#### County Council Members:

**Chairman:** Cllr. Molly Buckley, Moylena, Clara Road, Tullamore  
Cllr. Barry Cowen, Kilnacarra, Lahinch, Clara  
Cllr. Sinead Moylan-Ryan, Ard Abhainn, Cuba Ave., Banagher  
Cllr. John Carroll, The Ring, Birr  
Cllr. John Leahy, Glendine, Kilcormac

#### Edenderry Town Council

**Member:** Mr. Finian O'Neill, Derries, Edenderry

#### Sectoral Members:

Community/Voluntary: Ms. Susan Ryan, Offaly Citizens Information, Tullamore  
Culture Ms. Tessy Doyle, Gleann na Carraige, Edenderry  
Business/Tourism: Mr. Joe O'Brien, Manager, The Court Hotel, Tullamore

### Transportation & Emergency Policy

#### County Council Members:

**Chairman:** Cllr. Tony McLoughlin, Main Street, Birr  
Cllr. Noel Bourke, Killane, Edenderry  
Cllr. Constance Hanniffy, Doon, Ballinahown, Athlone  
Cllr. Ger Plunkett, Ballycrystal, Geashill  
Cllr. Danny Owens, Lugamarla, Mountbolus, Tullamore

#### Tullamore Town Council

**Member:** Cllr. Paddy Rowland, Knockowen Road, Tullamore

#### Sectoral Members:

Community/Voluntary: Mr. Hugh Farrell, Unit 7, McCormack Centre, Athlone  
Business/Construction: Mr. Brian Kenny,  
Trade Union:

### Environment and Water Services Policy

#### County Council Members:

**Chairman:** Cllr. Eddie Fitzpatrick, Benfield, Cloneyhurke  
Cllr. Percy Clendennen, Kinnitty, Birr  
Cllr. Thomas McKeigue, Spollanstown, Tullamore  
Cllr. John Foley, Killane, Edenderry  
Cllr. Nichola Hogan, 8 The Sycamores, Edenderry

#### Tullamore Town Council

**Member:** Cllr. Brendan Killeavy, Colehill, Cappincur, Tullamore

#### Sectoral Members:

Business/Construction: Ms. Anne Fahey, Enviroco Management, Tullamore  
Environment: Ms. Teresa Ryan-Feehan, 17 Woodlands, Birr  
Agriculture/Farming: Joe Gaffey, Clara

## **HOW THE PLAN WAS PRODUCED**

- Cross-Council Corporate Planning Team put in place
- Widespread consultation undertaken within and beyond the council (see list below)
- Detailed analyses of other plans, strategies and background information carried out.
- Plan approved and adopted by Offaly County Council.

### **List of Consultees:**

- Elected Members, County & Town Councils
- Senior Management Team, Offaly County Council
- Staff of Offaly Local Authorities via questionnaire and workshops
- Member organisations of Offaly County Development Board

County Enterprise Board	Fáilte Ireland
Offaly County Childcare Committee	Shannon Development
Offaly Local Development Company	Teagasc
Department of Education & Science	Offaly VEC
Department of Social and Family Affairs	Agriculture and Farming Organisations
Enterprise Ireland	Employers and Business
FÁS	Trade Unions
IDA	An Garda Síochána
Health Service Executive	

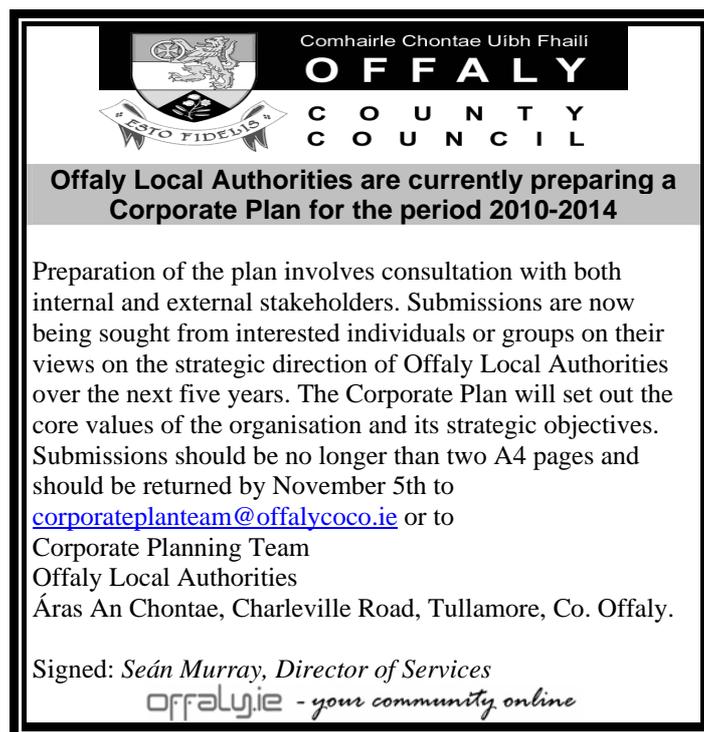
- Offaly Community Forum Steering Group
- Organisations we work with as per the following list;

Affordable Homes Partnership	Kildare County Council
An Bord Pleanála	Laois County Council
An Chomhairle Leabharlanna	Library Association of Ireland
An Taisce	Local Government Computer Services Board
Birr Chamber of Commerce	Local Government Management Services Board
Bord Gáis Éireann	Magnet Networks Ltd.
Bord na Móna	Meath County Council
Central Fisheries Board	Meteor Mobile Communications Ltd.
Chambers Ireland	Midland Regional Authority
Clúid Housing Association	National Building Agency Ltd.
Coillte Teoranta	National Federation of Group Water Schemes
Commissioner of Public Works in Ireland	National Library of Ireland
Community Forum	National Museum of Ireland
Córas Iompar Éireann	National Roads Authority
County Development Board	North Tipperary County Council
Department of Agriculture, Fisheries and Food	O2 Customer Care Centre
Department of Arts, Sport and Tourism	Oaklee Housing Trust
Department of Communications, Energy and Natural Resources	Office of the Revenue Commissioners
Department of Defence	
Department of Education and Science	

Department of Social & Family Affairs  
Department of the Environment, Heritage and  
Local Government  
Department of Transport  
Eircom Ltd.  
Electricity Supply Board  
E-net  
Environmental Protection Agency  
Food Safety Authority of Ireland  
Galway County Council  
Health and Safety Authority  
Helm Housing Association  
HSE Dublin Mid Leinster  
Iarnród Éireann  
Institute of Public Administration  
Irish Aviation Authority  
Irish Council for Social Housing  
Irish Society for the Prevention of Cruelty to  
Animals

REPAK Ltd.  
Respond Housing Association  
Road Safety Authority  
Rural Resettlement Ireland  
Shannon Regional Fisheries Board  
Sue Ryder Foundation (Ireland) Ltd.  
Sustainable Energy Ireland  
The Arts Council  
The Exchange  
The Heritage Council  
Three Customer Services  
Tullamore & District Chambers  
Tullamore Housing Association  
Valuation Office  
Vodafone Ireland Limited  
Water Services Section  
Waterways Ireland  
Westmeath County Council

- The Public



Comhairle Chontae Uíbh Fhailí  
**OFFALY**  
C O U N T Y  
C O U N C I L

**Offaly Local Authorities are currently preparing a  
Corporate Plan for the period 2010-2014**

Preparation of the plan involves consultation with both internal and external stakeholders. Submissions are now being sought from interested individuals or groups on their views on the strategic direction of Offaly Local Authorities over the next five years. The Corporate Plan will set out the core values of the organisation and its strategic objectives. Submissions should be no longer than two A4 pages and should be returned by November 5th to [corporateplanteam@offalycoco.ie](mailto:corporateplanteam@offalycoco.ie) or to Corporate Planning Team, Offaly Local Authorities, Áras An Chontae, Charleville Road, Tullamore, Co. Offaly.

Signed: *Seán Murray, Director of Services*  
*offaly.ie - your community online*

Advertisement Placed in Local Newspapers seeking submissions from interested parties

## **NATIONAL SERVICE INDICATORS**

<b>Service Indicator Category</b>	<b>Service Indicator</b>
Library, Recreation	Library Public Opening Hours
	Library Visits (per 1,000 population)
	Library Stock (Expenditure per head of population / Number of items issued per head of population)
	Internet Access through Libraries (Number of Internet Sessions provided per 1,000 population)
Youth	Children's Playgrounds (No. per 1,000)
	Local Authority-Facilitated Leisure Facilities (No.of Visitors per 1,000 population)
	Involvement by Schools in Youth Councils/Comhairle na nOg
	Groups Registered with the Community and Voluntary Forum
Corporate	Percentage of Working Days Lost to Absenteeism
	Expenditure on Training and Development
Environment	Percent of Households Provided with Segregated Waste Collection
	Household Waste Collected and Sent for Recycling
	Household Waste Collected and Sent for Landfill
	Recycling Facilities – Glass/Cans/Textiles/Batteries/Oils/Other Material
	Litter Prevention and Enforcement – No. of Litter Wardens Employed ; No. of on the spot fines issued/paid ; No. of prosecutions taken ; Level of Pollution
	Environmental Complaints and Enforcement
	Schools Participating in Environmental Campaigns
Fire and Emergency	Fire Service - Time Taken to Mobilise
	First Attendance at Fire Scenes
	First Attendance at Emergency Incidents (other than Fire)
	Applications for Fire Certificates Received and Processed
Water	Unaccounted for Water
	Drinking Water - Compliance with Statutory Requirements
Roads	Roads Restoration Programme
Housing	Housing Vacancies - Current Status of Local Authority Housing Stock
	Average Time taken to Re-let Available Dwellings

Service Indicator Category	Service Indicator
	Housing Repairs Completed by Local Authorities
	Traveller Accommodation
	Enforcement of Standards in Private Rented Sector
	Grants to Adapt Housing for the Needs of People with a Disability
	Pre-Tenancy Familiarisation Courses

