



Comhairle Contae Thiobraid Árann
Tipperary County Council

Corporate Plan 2024-2029

Reshaping Tipperary's Future Together







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01

WELCOME & INTRODUCTION

Foreword

The Corporate Plan ‘Reshaping Tipperary’s Future Together’ is Tipperary County Council’s strategic framework for future action over the next 5 years.

The Corporate Plan is the central component of the Council’s business architecture, linking key elements such as policy, organisation, operational activity, governance, and performance management and acting as the driver for economic development, social inclusiveness, and environmental sustainability.

The Plan was prepared on an inclusive basis with an organisational-wide strategic approach involving consultation with internal stakeholders within the local authority, including the Corporate Policy Group and external stakeholders, such as the Public Participation Network (PPN), representative groups, and social partners at local level, community, voluntary and environmental interests and other public bodies operating locally. The Plan gives effect to our commitment to address equality and human rights issues established as part of our implementation of the Public Sector Equality and Human Rights Duty.

The Corporate Plan provides specific statements of intent with respect to the Council’s Mission and our shared Vision for Tipperary County Council and for County Tipperary.

The Council’s mission and purpose are centred around the provision of civic leadership and the delivery of Local Authority services in Tipperary that maximises the social, economic, cultural, physical, and sustainable development of County Tipperary to the benefit of all communities and individuals throughout the county.

A portrait of Councillor Declan Burgess, a man with short brown hair and glasses, wearing a dark suit, a white shirt, and a blue tie with yellow diagonal stripes. He is wearing a chain of office over his shoulders. The background is a scenic view of a castle ruin on a hill under a sunset sky.

**Councillor
Declan Burgess**
Cathaoirleach

The Plan is presented in a clear structured format based around 5 Strategic Themes, namely;

1. **Communities & Culture**
2. **Rural & Urban Places**
3. **Organisation & People**
4. **Environment & Climate**
5. **Economic & Enterprise**

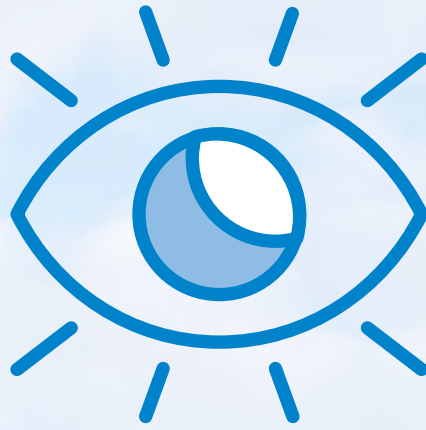
These Strategic Themes inform and support twenty-five Strategic Objectives of the Council for the next five years and will be the primary influence for the development of Annual Service Delivery Plans and Annual Budgets.

The work of the Council is focused on improving the lives of all our citizens and representing the people of the county through influencing outcomes. When we work together with a clear purpose, we have the ability to change outcomes for the better for the county. Councillors and staff are dedicated to making the county a better place to live and work with a focus on innovation, ambition, sensibility and equality and human rights..

We are committed to and look forward to working together with the Elected Members, Council staff, communities, and stakeholders across the county in the implementation of this ambitious and important strategic plan, that builds on the successes of the past and also reshapes our responses to meet the many challenges of the future.

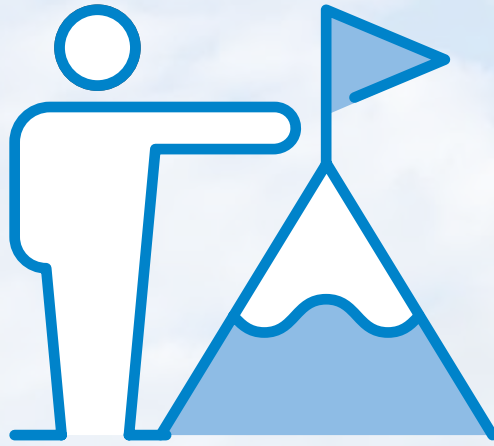


Sinéad Carr
Chief Executive



OUR VISION

Tipperary, the place where every individual, business, and community can prosper, and every visitor is captivated



OUR MISSION

Provision of civic leadership and the delivery of Local Authority services in Tipperary that maximises the social, economic, cultural, physical, and sustainable development of County Tipperary to the benefit of all communities and individuals throughout the county

OUR CORE VALUES

In implementing this Plan, Tipperary County Council will be guided by the following Core Values that underpin its operations and services.





01

Quality Service & Customer Focus

- Citizen-centred and customer-focused in our operations
- Treat people with respect
- Listen to the diverse views of the citizens of Tipperary to create and deliver an inclusive county



02

Sustainability & Climate Change

- Commit to enhancing and managing our environment
- Ensure our practices are environmentally responsible
- Adopt sustainable best practices in line with the UN SDGs
- Minimise, through action, Climate Change and adapt to its effects
- Support communities to be sustainable and resilient



03

Collaboration & Engagement

- Engage with our stakeholders in the decisions that affect them to bring about positive change for the county



04

Good Governance & Leadership

- Provide strong just leadership and governance
- Open and transparent in our dealings
- Provide clear direction in economic, social and community development
- Be accountable and responsible for all our decisions
- Demonstrate a high level of integrity in the performance of our duties



05

Equality & Human Rights

- Pursue best practice in the implementation of the Public Sector Equality and Human Rights Duty to eliminate discrimination, promote equality of opportunity and treatment, and protect human rights of staff, policy beneficiaries and service-users across all our functions
- Embed a focus on equality and human rights across all our plans, strategies, policies, programmes and services as well as directly targeting policies, plans and actions to address equality and human rights issues



06

Commitment to Public Service Provision

- Engage
- Lead
- Empower
- Deliver
- Transform
- Pro-active in identifying and delivering on new opportunities



02

RESHAPING TIPPERARY'S FUTURE TOGETHER

Our Strategic Themes

The Corporate Plan - underpinned by our Core Values - also proposes five Strategic Themes that will deliver our vision and ensure the improvement of Council services and infrastructure over the period of the Plan 2024-2029.



For each Strategic Theme, a **strategic aim, corporate goal, and supporting strategic objectives** have been identified for which actions and activities will be identified by relevant Directorates in their Annual Service Delivery Plans (ASDPs) and the Schedules of Municipal District Works (SMDWs).

The Council will also identify **key indicators** to measure and track performance, which will also be reviewed annually through the ASDPs. The Council will also integrate Sustainable Development Goals (SDGs) into all aspects of our service delivery and ensure that all future policies and strategies are informed by Agenda 2030.

01



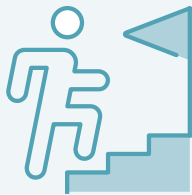
Communities & Culture



STRATEGIC AIM

“

To be a thriving community with a strong sense of belonging



CORPORATE GOAL

“

To continue to develop Tipperary as an attractive place to live and which meets the diverse housing needs of its people. To promote confident and inclusive communities who celebrate and enjoy our rich and diverse culture, heritage, sport, and creativity. To work with our stakeholders to keep our communities and built environment safe.



STRATEGIC OBJECTIVES

- 01 To be resourceful and energetic in striving to maximise social, affordable, and private housing delivery across all sectors of society where Tipperary County Council is empowered to work with all stakeholders who have an interest in housing delivery and the timely sharing of resources and knowledge to overcome challenges as they arise.
- 02 To build and develop sustainable, safe, and diverse communities across the county working collaboratively with partners to implement integration and social inclusion initiatives.
- 03 To continue to develop a sense of place, identity, and well-being by fostering collaborative leadership amongst stakeholders in the community and increased local participation which will promote inclusive and connected communities. To ensure that our services and programmes are inclusive of and accessible to the full diversity of our communities, and implementing the Public Sector Equality and Human Rights Duty in their design, delivery and review.
- 04 To continue to develop and enhance our Libraries, Arts, Heritage, and Museum Services to ensure that the diversity of our communities actively participate in civic life and enjoy the rich culture and heritage of the County.
- 05 To ensure that our Fire Services, Civil Defence Services, and Major Emergency Management planning continue to provide protection and support to our people, communities, and built environment.

ALIGNMENT WITH SDGS



02



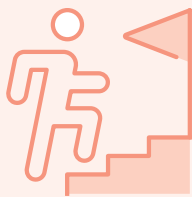
Urban & Rural Places



STRATEGIC AIM

“

To protect and develop vibrant and accessible places



CORPORATE GOAL

“

To plan for the future sustainable growth of the County and in so doing to protect and enhance our heritage and environment. To deliver vibrant places, with the required services and infrastructure, where existing and future generations can grow and do well, giving effect to the principles of universal design.



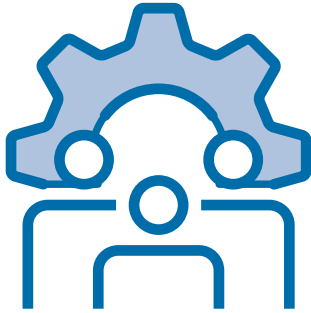
STRATEGIC OBJECTIVES

- 01 To work with and influence policymakers to enable Tipperary to play its role in the delivery of national and regional objectives and to put in place plans, programmes, and projects at a county level to deliver on these objectives.
- 02 To maintain and make better Tipperary's transport infrastructure to enable sustainable travel. To influence national stakeholders to provide appropriate resourcing of infrastructure for critical services.
- 03 To maintain and improve local amenities to support our communities.
- 04 To revitalise our towns and villages as attractive places to live, work and visit.
- 05 To progress with Town Centre First Initiatives to reduce the number of vacant and derelict buildings.

ALIGNMENT WITH SDGS



03



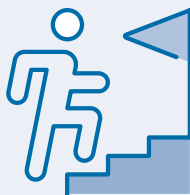
Organisation & People



STRATEGIC AIM

“

*To be an employer of
choice delivering quality
public services*



CORPORATE GOAL

“

*To build a resilient organisation by supporting
the development of an engaged, motivated,
diverse and empowered workforce,
fostering civic leadership, leveraging digital
technologies, maintaining robust financial
management, and promoting an inclusive,
respectful working environment.*



STRATEGIC OBJECTIVES

- 01 Human Resources and People Strategy:** To continue to advance the capacity and capability of our employees by encouraging learning and development, supporting effective performance management, strategic workforce planning, and positive employee relations, while fostering meaningful engagement that connects employees to the organisation in a workplace that is safe, supportive, provides equal opportunities and promotes positive health and wellbeing.
- 02 Civic Leadership, Collaboration, Communications, and Customer Service:** To enhance the Council's civic leadership by building strong, collaborative, community partnerships and continually providing timely, proactive, responsive, and transparent communications and customer service.
- 03 ICT/Digital:** To develop customer-friendly technology initiatives to improve service delivery, embracing digital transformation and leveraging innovative technology to optimise the efficiency and effectiveness of the organisation, while improving the digital culture of our staff and providing an excellent customer experience.
- 04 Financial Services:** To foster a strong financial management culture focused on value for money, robust governance structures, and effective income and expenditure management to maintain and improve service levels across the Council.
- 05 The Public Sector Equality and Human Rights Duty and DEI:** To embed our concern for equality and human rights in the development and implementation of all our staff policies and workplace procedures, sustaining and giving expression to an organisational culture of dignity, inclusion, and participation.

ALIGNMENT WITH SDGS



04



Environment & Climate Action



STRATEGIC AIM

“

To champion a sustainable and resilient future for Tipperary



CORPORATE GOAL

“

To protect, enhance and improve the quality of Tipperary's natural environment, including its water bodies and biodiversity, and to lead and coordinate an effective and transformative climate mitigation and adaptation response both within the local authority and by mobilising and supporting climate action at a community and sectoral level.



STRATEGIC OBJECTIVES

- 01 Reducing the Impacts of Climate Change - 'Climate Change Mitigation':** To reduce Tipperary County Council's greenhouse gas emissions and increase energy efficiency in our activities whilst ensuring that our policies, practices, projects, and financial investments closely align with the goals of our Climate Action Plan, thereby also assisting communities, businesses, and other sectors in meeting their own greenhouse gas emissions reductions targets.
- 02 Adapting to Climate Change - 'Climate Change Adaptation':** To continue to implement the climate adaptation actions in our Climate Action Plan by advancing and embedding climate change adaptation and climate resilience across our activities and to empower and assist communities and businesses in their local resilience planning. Whilst capturing the opportunities from climate action by enhancing our natural environment, buildings, and infrastructure to increase the climate resilience of our organisation, our infrastructure, and our communities.
- 03 Circular Economy:** To help our communities and businesses to make the transition to a more circular economy. To adopt and promote the principles of reducing all types of waste and resource use and gaining from the associated environmental, economic and social benefits, through the development of our waste recycling infrastructure, the regulation of the private waste sector, enforcement of unauthorised waste activities and through the provision of innovative environmental education and awareness initiatives.
- 04 Environmental Protection Activities:** To protect, enhance and promote the quality of Tipperary's environment and to protect human health in a timely and responsive manner.
- 05 Natural Waters:** To ensure that Tipperary's natural water resources are sustainably managed and protected so as to maintain and improve water quality across the county, noting the importance of water for public health, wellbeing, and biodiversity and supporting the creation of healthy natural environments whilst also supporting the growth of business sectors and communities.

ALIGNMENT WITH SDGS



05



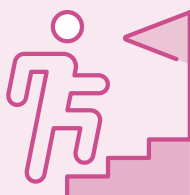
Economic & Enterprise



STRATEGIC AIM

“

To be a driver of innovation, growth, and opportunity



CORPORATE GOAL

“

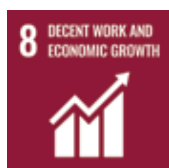
To build on Tipperary's economic resilience by supporting innovation across the business community. To support a sustainable, diverse, and skilled workforce. To continue to expand our tourism offering.



STRATEGIC OBJECTIVES

- 01 To proactively support micro, small & medium-sized enterprises and to capitalise on the changing digital environment for future business development, engaging with and supporting the emergence of a diversity of entrepreneurs in this work.
- 02 To support a sustainable, diverse, and skilled workforce in the green and digital economy. To avail of opportunities in the sustainable agricultural and food sector, which will lead to diversification into forestry, energy industries, and the bio-economy.
- 03 To support the further development of our retail business environment which will underpin town centre revitalisation and regeneration.
- 04 To continue to develop our tourism product, by investing in the County's tourism infrastructure, promoting the natural and built environment, and enhancing the visitors' experience to ensure that Tipperary is a destination of choice.
- 05 To provide a supportive sustainable economic environment to attract national and multinational firms to the county and to support a culture of entrepreneurship to incentivise work, enterprise, trade, innovation, and investment.

ALIGNMENT WITH SDGS





03

ABOUT THE CORPORATE PLAN

Introduction

What is the Corporate Plan?

The Corporate Plan outlines Tipperary County Council's vision for the county, detailing key priorities and explaining the benefits these objectives will bring to our communities over the next five years.

This Plan provides a comprehensive vision of the future we aspire to create in Tipperary, detailing the collaborative efforts between the Council and stakeholders to achieve this. It also defines the core values guiding our service delivery and engagement with customers and stakeholders.

Additionally, the Plan analyses our operational environment, addressing challenges and opportunities, while outlining our capacity to fulfill strategic objectives effectively.

How was the Corporate Plan Prepared?

Tipperary County Council employed a robust consultation process to develop this Corporate Plan. This process emphasised learning from the past five years while strategising for the future.

Prepared in compliance with the Local Government Act 2014, the Plan integrates relevant National and European policies, ensuring alignment with central programs and activities crucial to its goals.

To draft the Plan, an internal cross-directorate group was established. This team convened multiple times in July and August 2024 to outline the core components, which were then reviewed by the Corporate Policy Group (CPG). These efforts laid the foundation for extensive consultation on the proposed objectives.



Tipperary County Council employed a robust consultation process to develop this Corporate Plan. This process emphasised learning from the past five years while strategising for the future.

Engagement and Inclusivity

Council staff, the public, and the Public Participation Network (PPN) were actively engaged through consultations.

This included an online public survey seeking feedback on:

- The quality of services delivered by the Council
- Challenges and key priorities for the coming five years

The consultation process was designed not only to gather diverse perspectives but also to build consensus, ensure inclusivity, and align strategic goals with stakeholders' aspirations. This approach underscores our commitment to a collaborative and innovative governance model.

Methodology

Participants completed a semi-structured questionnaire addressing key challenges and objectives. They were also encouraged to provide additional insights.

Key highlights of participation:

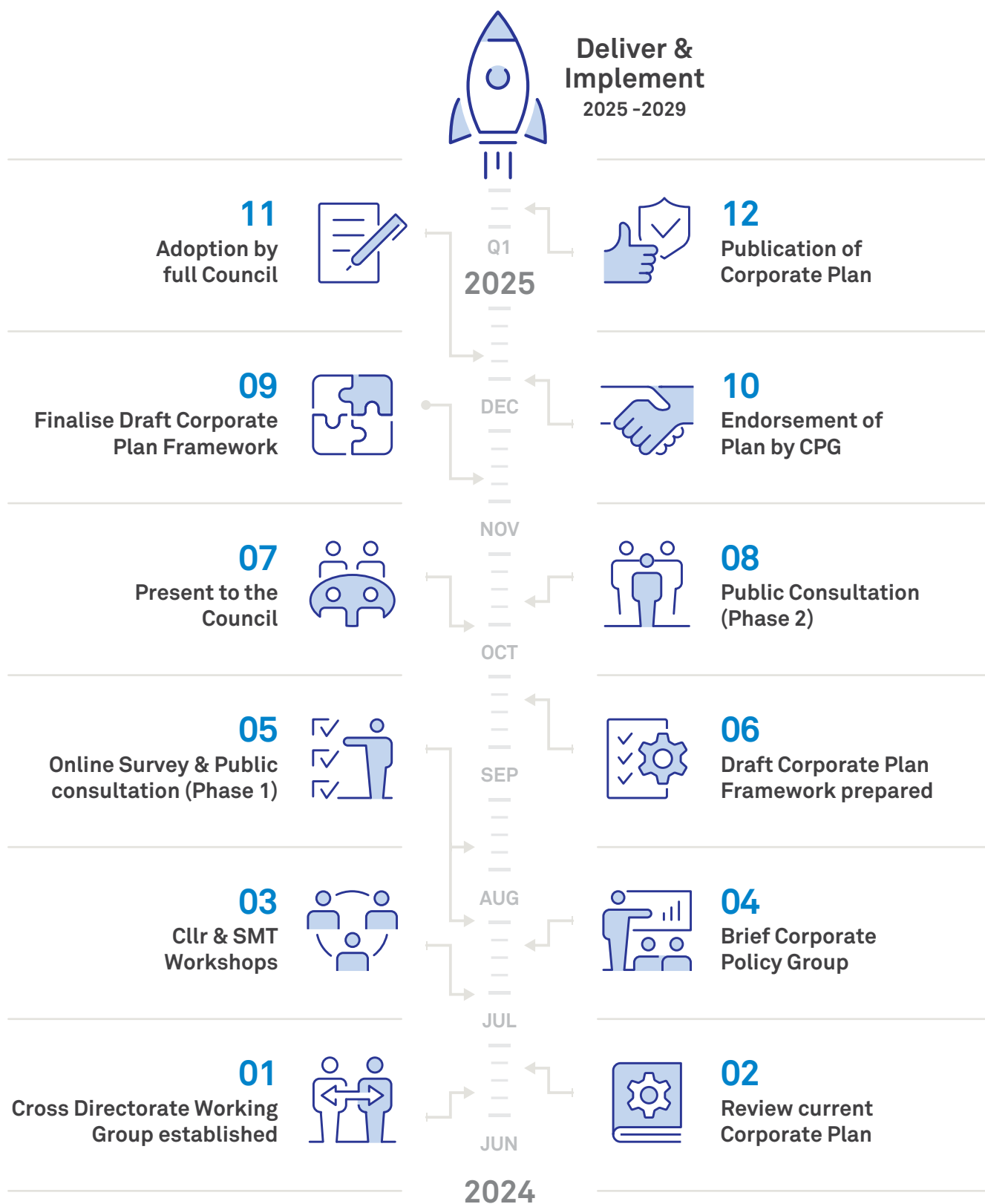


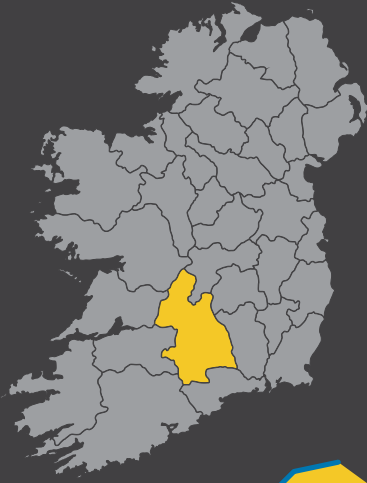
Feedback significantly influenced the Plan's core framework, including its Core Values, Vision and Mission Statement, Corporate Goals, and Strategic Objectives.

Approval and Adoption

The draft Plan was presented to the Corporate Policy Group and subsequently to the full Council for review and approval in December 2024.

Process of adopting the Corporate Plan





Of the 32 counties Tipperary County is

6th

largest by
area

12th

largest by
population

4,282km²

167,895

(preliminary figure 2022)

Tributaries of the Shannon run through the northern part of the county and into Lough Derg.

LOUGH DERG

Arra Hills

M7

The region is part of the central plain of Ireland, but the diversified terrain contains several mountain ranges

Silvermine Mountains

KEY ARTERIAL ROUTES

Dublin: **M7, M8**
Waterford: **N24**

Train lines:
Dublin & Waterford

M8

The River Suir runs through the southern & central portion of the county.

THE GOLDEN VALE

A rich pastoral stretch of land in the Suir basin which extends into counties Limerick and Cork.
No part of the county touches the coast.

N24

Galtees Mountains

KEY ARTERIAL ROUTES

Limerick: **M7, N24**
Cork: **M8**

Train lines:
Cork & Limerick

Knockmealdown Mountains



About Tipperary

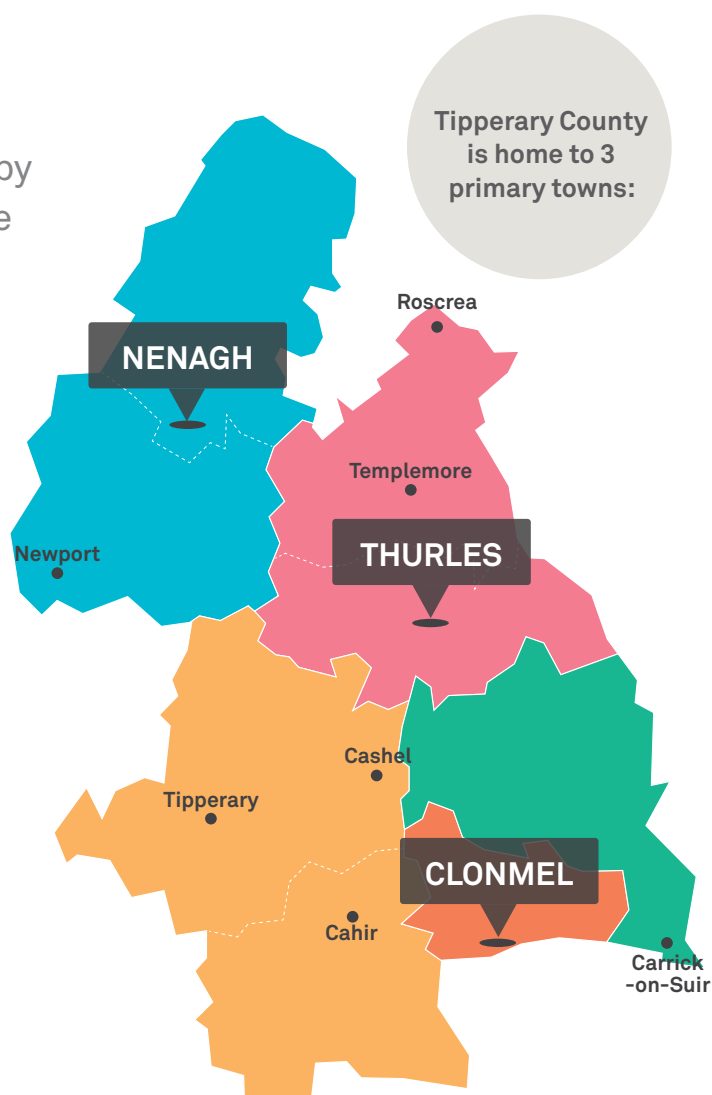
Tipperary, Ireland's 6th largest county by area, spans 4,282 sq. km and lies at the heart of the country, bordered by eight other counties.

It forms part of the Irish central plain, featuring fertile agricultural landscapes interspersed with notable mountain ranges like the Galtee Mountains, the country's highest inland peaks. The River Shannon drains the county's northwest, while the River Suir serves much of the remaining area.

Investment in the primary towns, alongside other towns and villages, will aim to foster regional and county-wide growth through a connected and dynamic network of communities.

Tipperary's population reached 167,895 in the 2022 Census, a 5% increase since 2016, making it the 12th largest county by population. The county is predominantly rural, with 58.5% of residents living in rural areas, compared to the national average of 37.3% (CSO 2016).

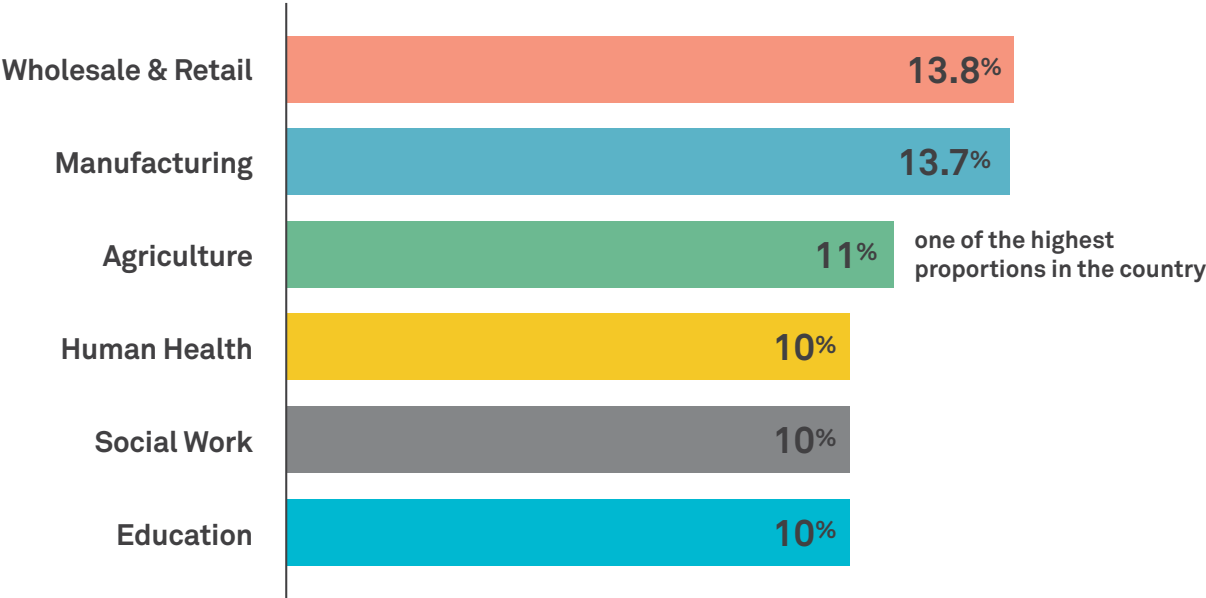
Despite its strong national rail and road connections to Dublin, Cork, Limerick, and Waterford, internal transport within the county remains heavily dependent on private cars.




Economy

Situated in Ireland’s ‘Golden Vale’ at the center of the Southern Region, Tipperary enjoys excellent transport links to major cities, international airports, and ports. Its proximity to nine leading universities and colleges within a 2-hour commute ensures a steady supply of skilled graduates. This culture of collaboration, including research, development, and internships, supports the county’s thriving industries.


Tipperary boasts a diverse economy, with the leading employment sectors including:




The county is also recognised for its strengths in:




The Bioeconomy




Agri-food Production



The Equine Sector



Tourism Sector



Pharmaceutical Industry

Natural and Cultural Heritage

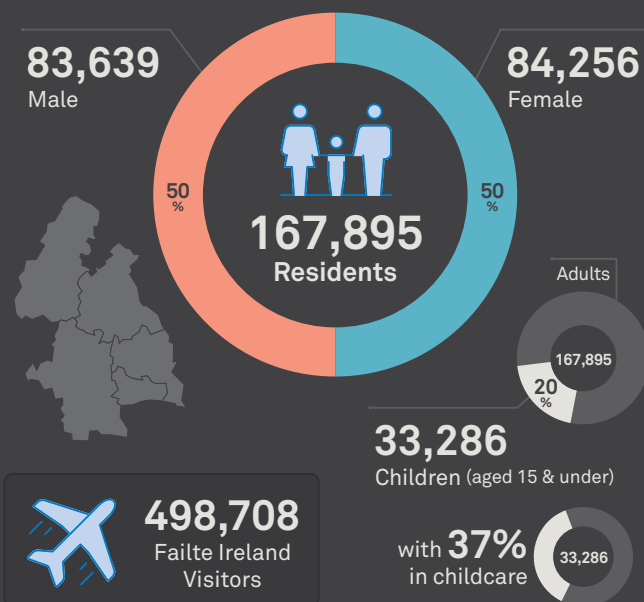
Tipperary offers breathtaking natural amenities such as Lough Derg in the northwest, the River Suir to the south, the iconic Rock of Cashel, mountain ranges, and picturesque valleys. Its network of towns and villages is rich in character, further enhancing the county’s appeal.

Quality of Life

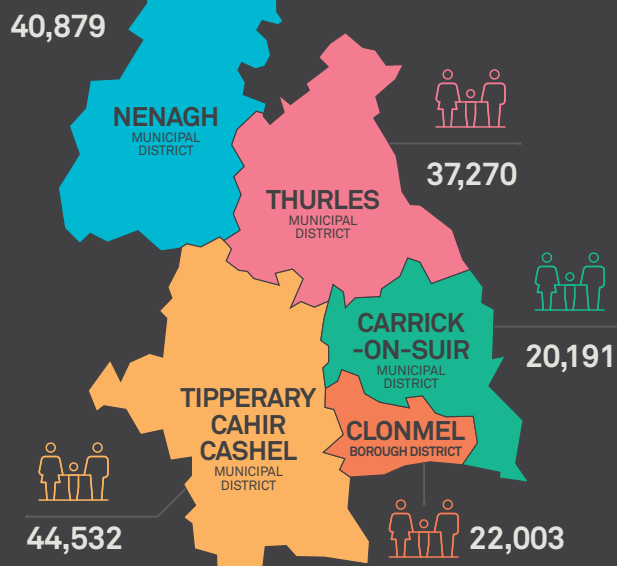
Tipperary’s vibrant economy, robust communities, and rich cultural and natural landscapes provide an excellent quality of life. With its strategic regional towns driving growth, key economic sectors like renewable energy, tourism, and pharmaceuticals, and a heritage of collaboration and innovation, Tipperary continues to thrive as a central and accessible hub in Ireland.

Tipperary Statistics

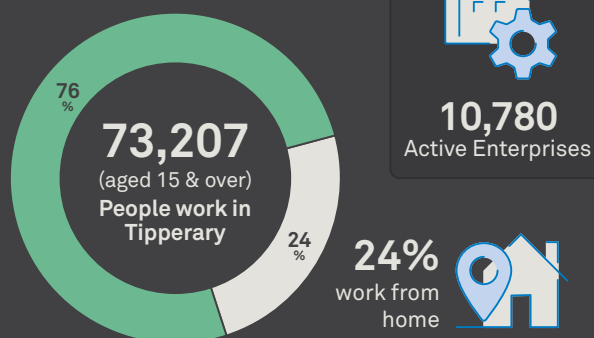
Population



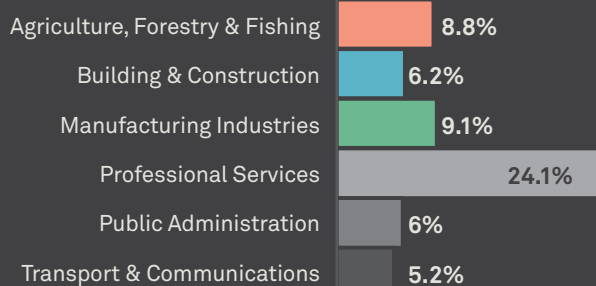
Population by District



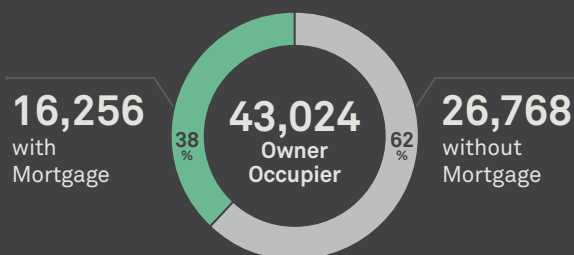
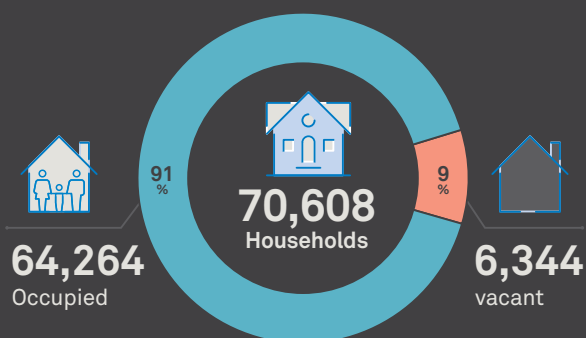
Employment



Industry of Employment



Housing



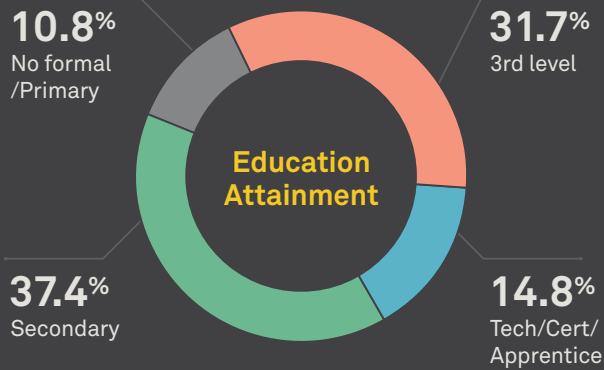
Rented



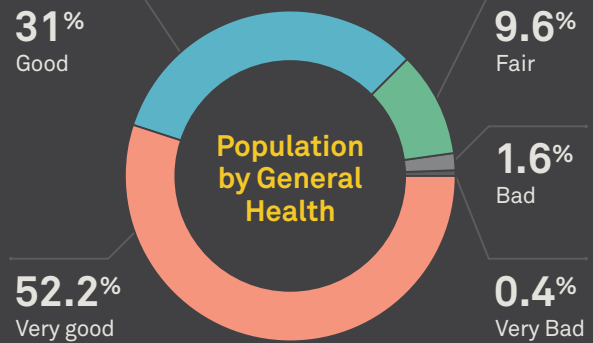
Social



66,003
persons can
speak Irish



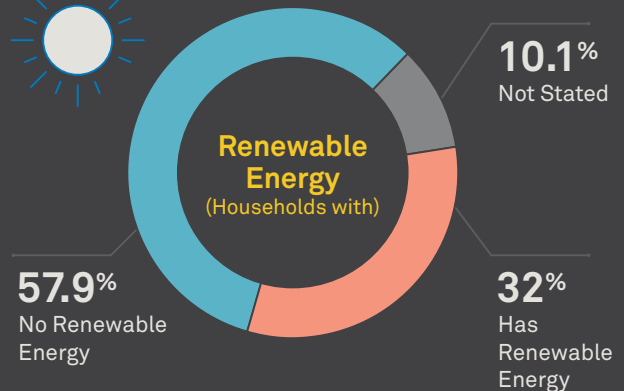
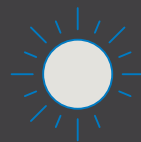
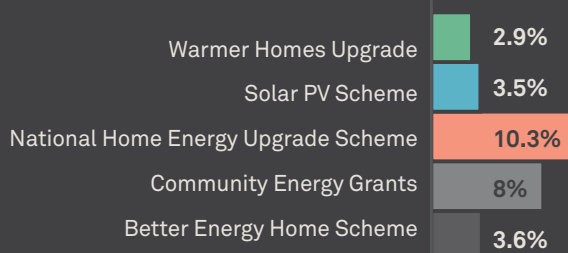
Health & Well Being



Environmental



Domestic Home Energy Upgrades 2024



Sustainable Energy



37

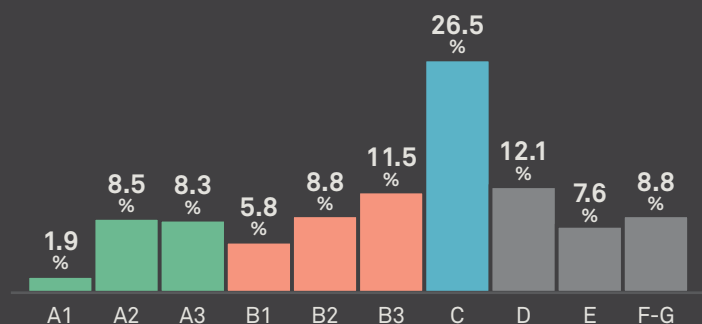
Wind Farms



17

Solar Farms

Annual BER Ratings



Our Operating Environment

Tipperary County Council delivers a broad spectrum of services and support to a diverse customer base. Our customers include over 167,895 residents in 70,608 households, over 10,780 businesses with over 73,207 employees, along with those who visit our county whether for recreation or work.



How we Operate

The current Local Government system in Ireland has its roots in the 19th century. However, as we navigate a time of significant transformation, it is crucial to reassess our processes to ensure they meet modern needs. The way individuals manage their daily affairs has evolved significantly, with advancements in communication, technology, transportation, and shifting work-life dynamics. Social and economic landscapes, as well as settlement and employment patterns, have undergone substantial changes. Structures designed for 19th-century Ireland may no longer effectively serve the Ireland of the 21st century.

In 2014, Tipperary County Council was established, replacing ten separate local government entities (two County Councils, one Borough Council, six Town Councils, and the County Tipperary Joint Library Committee). Five Municipal Districts were created to serve the entirety of County Tipperary.

Service Delivery Model

Our current model centers around Nenagh and Clonmel as the primary council hubs, reflecting their economic and social significance within the county. Responsibilities are distributed between these two locations, with each center managing specific functions while maintaining the capacity to deliver all frontline services.

Each of the five districts operates a single council office, ensuring seamless service delivery while avoiding duplication. All council functions are fully integrated, with unified management, staffing, and resources.



Customer Service

We prioritise exceptional customer service, guided by the following principles:

- A dedicated and trained Customer Services Team operates from desks in Clonmel and Nenagh, offering comprehensive countywide support for in-person and telephone inquiries.
- A Customer Relationship Management (CRM) System ensures effective logging and tracking of customer queries.
- Support for elected members in addressing public concerns.
- Standardised processing of requests, inquiries, and complaints to provide consistent responses regardless of the service location.
- Ongoing enhancement of online services to improve accessibility for the public.
- A countywide network of five Municipal District Offices, each equipped with a staffed Reception Desk and cash receipting facilities.
- In Clonmel and Nenagh, Reception Desks are integrated with the Customer Service Desks for streamlined operations.

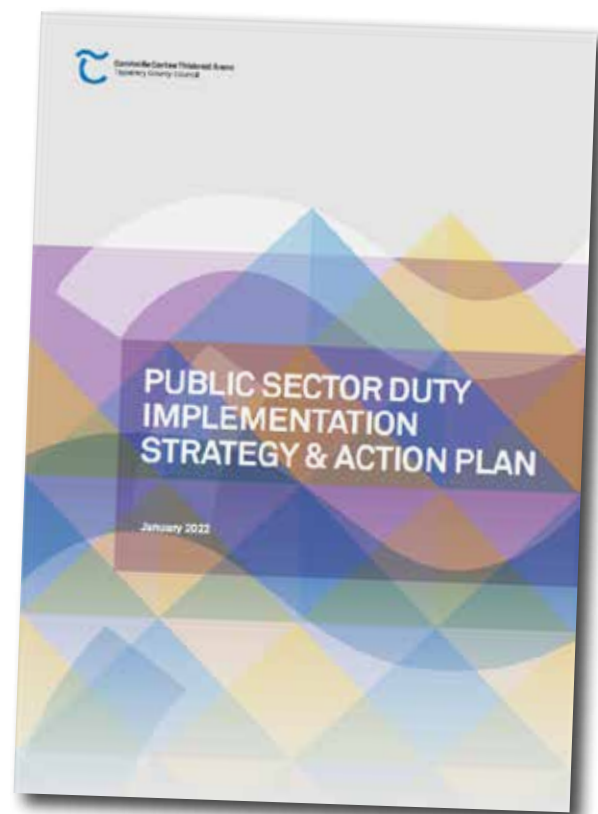


Public Sector Equality & Human Rights Duty

Tipperary County Council upholds the Public Sector Duty, committing to eliminating discrimination, promoting equality, and protecting human rights across all functions. Our organisation fosters a culture of respect, inclusion, participation, and social justice.

We have conducted a comprehensive, evidence-based assessment of equality and human rights issues affecting identified groups relevant to our functions. Based on this, we have developed an implementation plan to address these issues, integrating the Duty into our policies, strategies, and programs.

Progress on the implementation of the Duty is reported annually in our Annual Report. Additionally, an internal cross-departmental working group has been established to support and advance this ongoing commitment. Our dedication to diversity, as outlined in this Corporate Plan, extends to all identified groups under the Duty (detailed in Appendix 3).



Municipal Districts

Municipal Districts, through offices in Clonmel, Carrick-on-Suir, Nenagh, Thurles, and Tipperary, provide a wide range of infrastructural services for their communities. They play an active role in the development of industry, business, social, arts, heritage, and cultural affairs within their districts.

Staff at the district level are supported by personnel in the main offices located in Clonmel and Nenagh. These staff members provide essential services such as tenant liaison, social work, revenue collection, planning, and environmental protection. Service delivery within the districts is managed by a District Administrator and a District Engineer. Additionally, a Director of Service is assigned District Manager duties alongside their functional responsibilities. Elected members, traders, businesses, and community groups have direct access to relevant staff for addressing their inquiries, whether through offices in Clonmel, Nenagh, or the districts themselves.

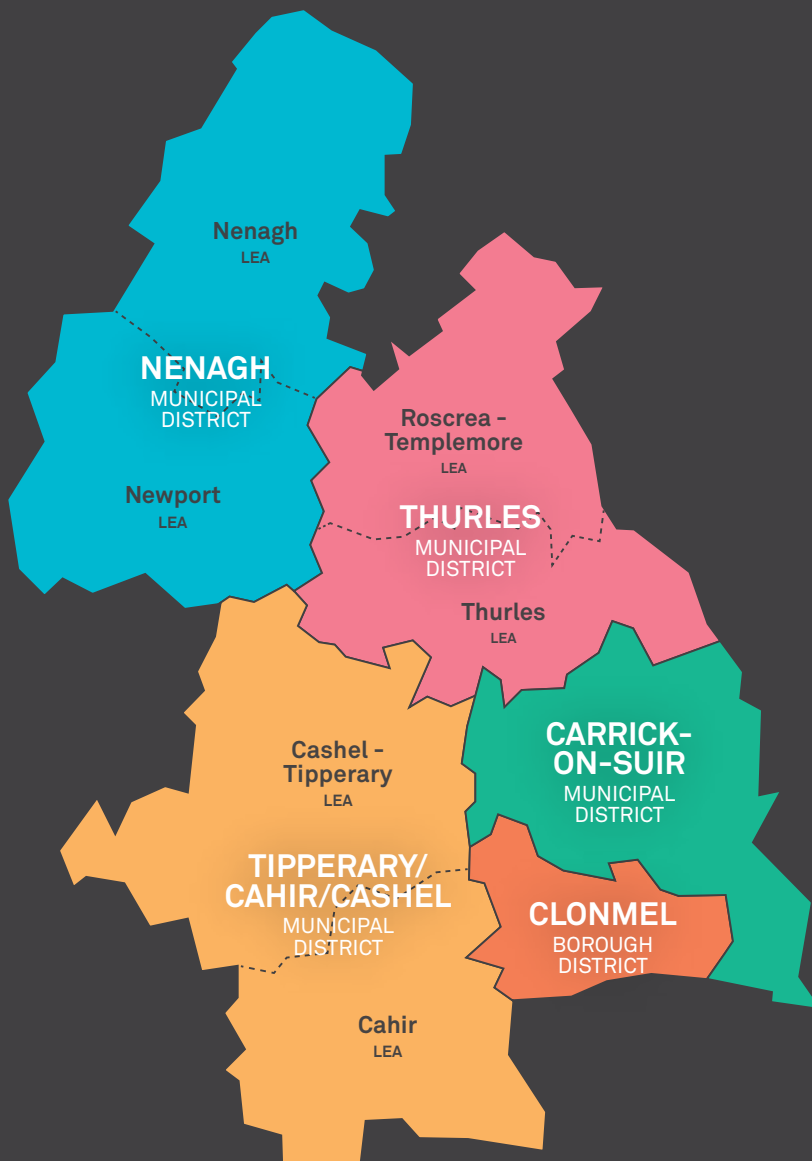
Towns are provided with essential services such as street cleaning, maintenance, and enhancement works. Furthermore, branch libraries serve as information points for distributing leaflets, application packs, and facilitating public internet access to services.

This organisational model ensures that resources are focused on delivering frontline services while minimizing administrative and overhead costs. It also emphasizes the economic development of the entire County of Tipperary by operating within a revised regional structure and promoting community and economic cooperation at the county level.

MUNICIPAL DISTRICT SERVICES

Customer Services	Out-of-hours Emergencies	District Administration	Health & Safety
Winter Maintenance / Emergency Plan/ staff / works	Roads GIS & (new) Road Condition Surveys	Local and Regional Road Block Grant / Maintenance	Traffic Management including temporary event plans
Car Parking Management (On Street/Off Street); Traffic Wardens; parking permits	Maintenance of Car Parks & of Urban Pedestrian and Streetscape	Street Cleaning & Bin Maintenance	Litter control & illegal dumping
Council Depots	Provision, Maintenance & upgrading of public lighting	Casual Trading	Implementation of Grant Schemes e.g. Tidy Towns, Burial Grounds, Residents Associations, Painting & Enhancement Schemes
Sign Maintenance	Housing Maintenance	Town Centre First Management	Management & Operation of Public Swimming Pools & Leisure Centres
Licenses such as road opening & temporary street or road closures, Section 254 licenses etc	Councillor Representations	Landscape Plan Maintenance of Lakeside amenities, Parks, River walks and roadside verges	School Wardens
Management & Maintenance of Public Playgrounds (incl Inspections)	Festivals & Events Coordination	Project Management of Capital Schemes for Towns & Villages	Operation & Maintenance of Burial Grounds

Tipperary County has the following municipal districts, established under section 22A of the Local Government Act 2001:



MUNICIPAL DISTRICT

NENAGH



Population
40,879

- Consists of Local Electoral Areas Nenagh & Newport
- Extends from Newport in the south to Rathcabbin village in the north

MUNICIPAL DISTRICT

THURLES



Population
37,290

- Consists of Local Electoral Areas Thurles & Roscrea - Templemore
- Covers area from Horse & Jockey in the south to Roscrea in the north

MUNICIPAL DISTRICT

TIPPERARY-CAHIR-CASHEL



Population
44,532

- Consists of Local Electoral Areas Cahir & Cashel - Tipperary
- Covers the area from the Knockmealdown Mountains in the south to Holyford village in the north

BOROUGH DISTRICT

CLONMEL



Population
22,003

- Consists of Local Electoral Area of Clonmel
- Extends from the Comeragh Mountains in the south to Kilsheelan village in the east

MUNICIPAL DISTRICT

CARRICK-ON-SUIR



Population
20,191

- Consists of the Local Electoral Area of Carrick-on-Suir
- Stretches from Carrick-on-Suir in the south to Gortnahoe in the north



Changing Environment

Over the period of the Plan, Tipperary County Council will continue to navigate a challenging external environment while delivering a wide range of services to its customers. Building on the progress made during the 2019-2024 Corporate Plan, the Council remains focused on achieving its strategic goals and objectives.

External Factors

The Council faces several external factors that may pose challenges during the 2020–2024 period:

Public Expectations: Economic lessons from recent years and the ongoing implementation of the local property tax have heightened public demand for transparency and accountability in resource allocation and service performance. The Council remains committed to addressing these expectations through clear communication, robust governance, and measurable outcomes.

Tipperary County Council will continue to adapt and respond to these challenges, ensuring the delivery of high-quality services and maintaining public trust in a dynamic and evolving environment.



Political Context

Tipperary County Council operates at the intersection of local and national governance, focusing on democracy, public service, and building trust.

The Council's responsibilities span areas such as housing, planning, climate action, waste management, and sustainable travel. While tasked with implementing national policies, the Council also advocates for local priorities and collaborates with other state and semi-state organisations to achieve shared objectives.

In recent years, there has been significant growth in the number of central government departments relying on Local Authorities (LAs) like Tipperary County Council to deliver their programs at the ground level. However, this has been accompanied by challenges, including overly centralised staffing controls and a lack of cohesive planning by departments such as DPER, which often fail to account for the competing demands placed on LAs. These issues highlight the need for a more coherent and strategic approach to resource allocation.

In an era of increasing accountability, transparency, and governance standards, the Council is committed to maintaining public trust, especially as national policies often dictate local priorities. Promoting high standards of conduct, behavior, and public sector values remains central to sustaining this trust. However, the evolving political landscape, potential shifts in government policies, presents additional complexities for elected representatives and public servants alike.

Further challenges include addressing the perceived north/south divide in service delivery, operating two headquarters efficiently, and ensuring equitable resource distribution across the county. The lack of robust national representation at government level, combined with limited public awareness of Local Authority services, exacerbates these issues.

The Council also faces external pressures such as international political instability, humanitarian crises, and adapting to a new National Planning Framework. To navigate this environment, it is vital to strengthen relationships with state and semi-state organisations, ensure balanced service delivery throughout the county, and uphold the principles of good governance to meet the increasing reliance on LAs for bespoke service delivery. Through these efforts, Tipperary County Council aims to lead effectively in a challenging and dynamic political context.



Economic Context

Tipperary County Council's activities are significantly influenced by the broader economy, including its reliance on central government grants to fund local government operations.

Cyclical economic patterns, such as periods of growth and retraction, impact funding for staff, often resulting in a mismatch between temporary and permanent staffing levels and service delivery needs. The Council also faces challenges in raising sufficient funds from local sources to meet rising labour costs.

The increasing demand for services, coupled with escalating costs for natural resources such as oil and gas, adds further financial pressure. Supply chain disruptions and the diversion of national funding toward climate initiatives are additional concerns. Furthermore, specific government grants often require match funding, placing added strain on the Council's financial capacity.

Labour market trends, including rising wage and salary costs amid near full employment, and the broader cost-of-living challenges, influence consumer spending patterns and economic migration, contributing to growing diversity in the county. Retail vacancy and dereliction in towns and villages remain persistent issues, reflecting broader challenges for small and medium enterprises (SMEs) and their ability to drive employment growth.

The housing market also presents significant obstacles, with a lack of private housing supply limiting the expansion of companies across the county and undermining broader economic growth. Additionally, the Council faces practical challenges such as managing rising office space needs and ensuring efficient use of available resources.

Despite these challenges, Tipperary County Council is committed to promoting economic resilience. By leveraging strategic partnerships, addressing local needs, and ensuring sustainable development, the Council aims to enhance the county's economic profile and support the well-being of its communities over the coming years.



Social Challenges

Tipperary County Council is addressing a range of social challenges driven by changing demographics, diversity, and population growth. These factors, combined with evolving public expectations, are shaping the demand for services, infrastructure, and community engagement.

The county's growing and increasingly diverse population presents opportunities and challenges, including the need for inclusive engagement, responsiveness to varied opinions and philosophies, and mitigation of potential social fragmentation. Enhanced communication, quicker response times, and better performance data and reporting are essential to meeting these expectations and maintaining trust within the community.

Economic pressures, such as the cost-of-living crisis, disposable income constraints, and changing consumer trends like online shopping, are influencing lifestyle choices and service demands. There is an increasing call for lifestyle amenities, work-life balance support, and adaptable career opportunities, particularly in light of shifting attitudes toward careers and greater workplace agility.

The Council must also contend with internal challenges, such as maintaining functional relationships between staff across two headquarters, outdoor workers, and administrative centers. Attracting and retaining talent is a priority, with a focus on making the Local Authority an attractive place to work and build a career.

Collaboration with other agencies and departments is vital to delivering on priorities, maintaining business continuity, and addressing the impact of additional roles being transferred to local government. The shift toward new services has sometimes depleted core service areas of experienced staff, creating a need for a more strategic, forward-looking approach that ensures continuity across traditional and emerging responsibilities.

Additional challenges include supporting aging rural communities, addressing the emigration of graduates, and managing the over-reliance on certain communities for migrant accommodation. Many smaller communities also face a lack of social services, compounding housing and resource allocation challenges.

Tipperary County Council is committed to being more external-facing, agile, and proactive in its strategic planning. By fostering collaboration, addressing housing demands, and building stronger, more inclusive communities, the Council aims to adapt to these evolving social dynamics and ensure a high quality of life for all residents.



Technological Challenges

Tipperary County Council is deeply aware of the rapidly evolving technological landscape and its impact on service delivery, communication, and operational models. Advances in technology, innovation, and new ways of working present significant opportunities to enhance efficiency and responsiveness while also introducing new challenges.

The Council is committed to leveraging emerging technologies to streamline its over 1,000 individual services, improve customer experiences, and strengthen inter-agency and inter-departmental collaboration. Central to this effort is the implementation of a robust Digital and ICT Strategy, which focuses on enhancing digital services, modernising workforce capabilities, and building resilient systems to ensure business continuity.

Blended and flexible working arrangements are reshaping the operating model, requiring efficient and adaptable processes to support staff while maintaining service excellence. This shift also necessitates developing new skills and competencies to meet emerging demands. Furthermore, the rollout of rural broadband provides opportunities to improve digital access and equity across communities.

The increasing complexity of media and communications, coupled with the proliferation of misinformation on social networks, highlights the need for clear, accurate, and timely communication. Trends such as online shopping and changing consumer behaviors also influence service expectations and community needs.

The Council remains vigilant about security challenges, including cybercrime and data protection, ensuring compliance with best practices in cybersecurity, privacy, and GDPR. By adopting a more external-facing, strategic, and forward-looking approach, Tipperary County Council aims to maximise the potential of technological advancements while addressing risks and ensuring resilience in an increasingly digital world.



Environmental and Climate Challenges

Tipperary County Council is at the forefront of environmental protection, enforcement, and climate action. As we work to remediate legacy waste issues and meet our energy efficiency and emissions reduction targets, we are also focused on leadership in local climate action. Our goal is to inspire meaningful change within communities through targeted climate adaptation and mitigation strategies, making the county more resilient to the ongoing and future impacts of climate change.

The implementation of the Climate Action Plan is a key priority, with significant investment required—especially in decarbonisation and energy efficiency initiatives. This ambitious plan, valued in the multimillions, will drive long-term environmental and economic transformation. The shift towards blended working models also presents challenges in balancing office attendance with the need for sustainable practices.

Climate mitigation efforts are a central part of the Council's strategy, with decarbonisation and improving energy efficiency being key focus areas. At the same time, we are preparing for the growing frequency and intensity of extreme weather events, such as flooding, droughts, and heavy precipitation, which are already straining our resources. Adapting to these challenges involves increased focus on flood resilience, water quality, and effective River Basin Management through Water Action Plans.

The potential future impacts of climate change include significant asset damage, risks to public health and well-being, environmental degradation, financial strain, and potential threats to social cohesion, reputation, and cultural heritage. As such, behaviour change and public participation are critical to our climate response, alongside maintaining strong, vibrant rural communities.

We are also adapting to changing farming practices, which play a crucial role in both the mitigation and adaptation of climate impacts. Through these efforts, Tipperary County Council is committed to ensuring a sustainable future for both our environment and our communities, while balancing the social, financial, and environmental challenges that lie ahead.



Legal Challenges

Tipperary County Council operates in a complex and evolving legal and regulatory landscape that includes EU regulations, risk management, governance, health and safety legislation, procurement policies, and data protection requirements, including GDPR.

The pace of new legislation, both at the EU and national levels, continues to shape our operational practices, making compliance and reporting increasingly vital.

We are also guided by our Public Sector Equality and Human Rights Duty, ensuring these principles are integrated into all aspects of our operations. Additionally, national public sector agreements on industrial relations and pay, as well as the potential for industrial action at both national and local levels, pose challenges for maintaining service continuity.

As part of the ongoing Water Sector transition process, the Council must navigate changes in water service management and infrastructure. The growing number of regulatory bodies overseeing new service areas increases the complexity of compliance and reporting requirements.

In line with evolving expectations, the Council must ensure full compliance with data protection laws, health and safety obligations, and the protection of public and human rights. Additionally, Green Public Procurement standards are being integrated into our procurement practices, reflecting a commitment to sustainability in line with international obligations.

Finally, managing risks associated with long-term contracts of indefinite duration remains a critical concern, particularly as we balance service delivery with contractual obligations. Through these legal and regulatory frameworks, Tipperary County Council strives to meet its responsibilities while adapting to new demands and ensuring continued excellence in governance and service delivery.

Internal Challenges

To achieve the objectives outlined in this Corporate Plan, Tipperary County Council must ensure it has the necessary organisational capacity and resources. A critical factor in this success will be the development and implementation of a robust Strategic Workforce Plan and the continuous monitoring of performance to ensure alignment with the goals and objectives.

Key factors influencing organisational capacity and resource allocation over the next five years include:

Our People – Building a Fit-for-Purpose Organisation

The dedication and engagement of our staff and Elected Members will be pivotal to the success of this Corporate Plan. The Elected Members will continue to fulfil their mandate in the Council chamber and through various committees. The Council will support their roles by offering training, development opportunities, and keeping them informed about policy developments.

In an increasingly competitive labour market, attracting and retaining talented individuals will be essential. We are committed to the well-being, professional development, and health and safety of our workforce. The full implementation of the PMDS process will support performance improvements, job satisfaction, and targeted training to enhance capacity.

Organisational Structure and Workforce Planning

We will continue to refine our organisational structure and implement a comprehensive workforce plan to ensure the Council has the capacity to meet its objectives. The adoption of a streamlined approach to operations, supported by technological advancements, will enable more efficient and effective delivery of services.

Corporate Governance

We are committed to maintaining strong corporate governance processes. This involves understanding the evolving environment, identifying key risks, and continuously reviewing our internal systems, structures, and processes to ensure we are best positioned to achieve our goals and meet statutory obligations.

Change Management and New Ways of Working

To optimise operational efficiency, we will focus on maximising the potential of shared services and digital technology. Advancing our Customer Relationship Management (CRM) system will be crucial for enhancing customer service while maintaining cost-effectiveness. We will also refine our contracting models to attract the best partners and suppliers to help achieve our objectives.

Leading Multi-Agency Approaches

As partner agencies shift to regional and national models, Tipperary County Council will need to act as an integrating body, fostering a coordinated approach that prioritises the needs of the county. Collaboration will be key to ensuring that Tipperary remains at the forefront of regional development.

Leading on Shared Services

We will continue to seek opportunities to collaborate with other Local Authorities and external organisations to improve resource efficiency, streamline business processes, and achieve our corporate goals. A continued focus on implementing sectoral shared service arrangements and maintaining service level agreements with national agencies will be central to this effort.

Managing Risk

We will consistently review the risk environment and provide regular updates to the Executive Management Team to ensure that the risks associated with implementing this Corporate Plan are effectively managed and mitigated.

Through these strategies, Tipperary County Council will be well-equipped to navigate the internal challenges of the next five years and successfully deliver on its mission.



04

IMPLEMENTING THE CORPORATE PLAN



The effective implementation, monitoring, and measurement of this corporate plan are vital to Tipperary County Council, as well as to our citizens and customers.

Implementation

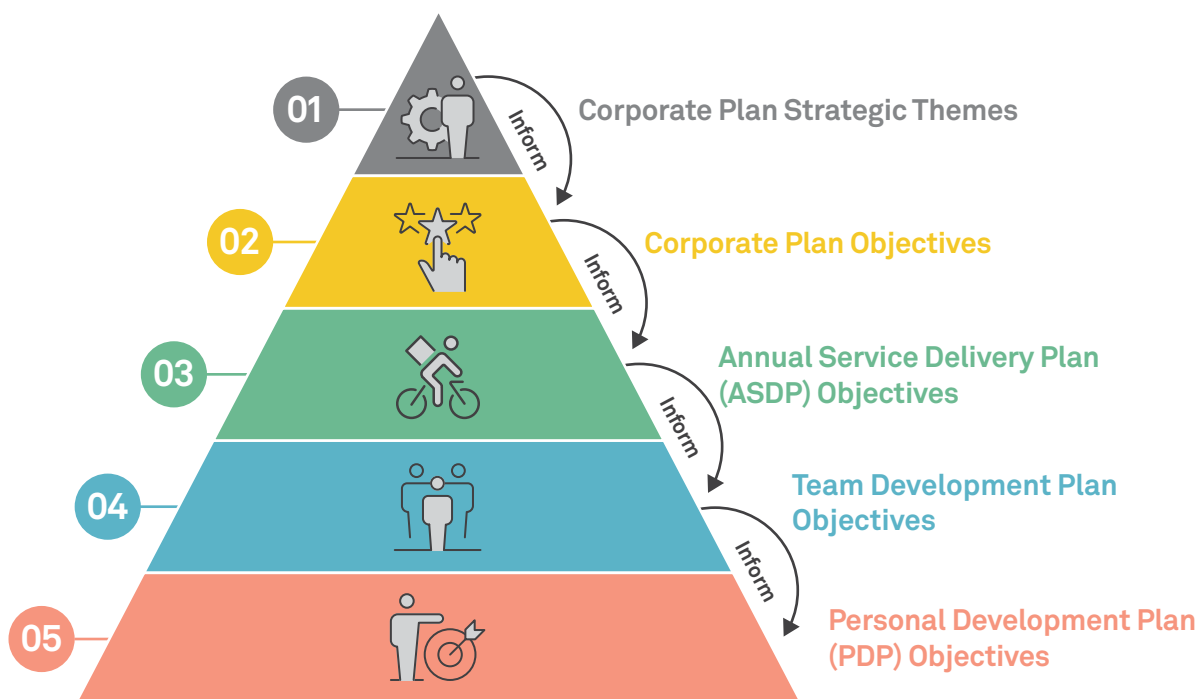
The implementation of the Corporate Plan involves the development of an Annual Service Delivery Plan (ASDP) aligned with the approved Annual Budget and Capital Plan.

The ASDP outlines activities across all key functional areas of Tipperary County Council and demonstrates how these activities achieve the Corporate Plan's objectives. The ASDP is also linked to the Performance Management and Development System (PMDS) and relevant performance indicators established by the National Oversight and Audit Commission (NOAC).

An essential component of the annual budget process is engagement at the Municipal District (MD) level regarding financial allocations and discretionary funding through the General Municipal Allocation (GMA). Following the budget approval, Elected Members from the five MDs agree on the Schedules of Municipal District Works, ensuring alignment with broader corporate goals.

The successful achievement of these objectives will be driven by the Senior Management Team and the staff of the Council.

How the Corporate Plan Informs our Work



Monitoring

To assess whether the expected benefits are delivered to our communities, robust monitoring mechanisms are essential. These mechanisms will allow Councillors and the public to track progress throughout the Corporate Plan's lifetime.

Progress will be validated through metrics outlined in the plan, leveraging the national service indicators established by NOAC for the local government sector. Additional relevant metrics will be incorporated where data is available, and Tipperary County Council aims to expand the range of indicators during the plan's lifespan to support evidence-based policymaking. Progress measurement will use 2024 as a baseline.

The Council receives substantial Central Government grants and will closely monitor their financial and qualitative impacts on achieving the Corporate Plan's strategic objectives.

Monitoring tools include:

- Customer surveys
- Mystery shopper assessments
- Engagement with the Public Participation Network (PPN)
- Direct feedback

Regular communication with the public will ensure transparency and the provision of high-quality information.

Reporting

Progress reporting will be conducted through various mechanisms during the 2024-2029 period, offering oversight of strategic objective delivery.

Key reporting methods include:

- Monthly Management Reports to the Council.
- Annual Progress Reports to the Council.
- Annual Reports of the Council.
- Annual National Service Indicators Report (produced by NOAC).
- Annual Financial Statements and Audit Reports.

The Monthly Management Reports ensure that Elected Members and citizens remain informed of corporate activities and ongoing initiatives throughout the year.

Review

The review of this Corporate Plan is conducted under Section 134(8) of the Local Government Act 2001. Tipperary County Council will undertake a review in response to sector-wide recommendations from NOAC or other stakeholders regarding the Corporate Plan's adequacy.

Key Success Indicators

If the Corporate Plan is implemented successfully, we expect to see:

- Increased public satisfaction with streamlined interactions with the Council.
- Enhanced cost efficiency in service delivery.
- Fewer public complaints.
- Greater uptake of online transactions via the Council's website.
- High levels of staff satisfaction.
- A safe and supportive working environment.





05

APPENDICES

Appendix 1

Our Council



Tipperary County Council Members

Elected to Tipperary County Council on 14th June 2024 following the June 2024 Local Elections



FIONA BONFIELD
LABOUR PARTY



PHYLL BUGLER
FINE GAEIL



JP O'MEARA
FIANNA FAIL



RYAN O'MEARA
FIANNA FAIL

Ryan O'Meara, elected to Dail Éireann following the General Elections held on 29/11/24

Cllr JP O'Meara, co-opted to the Council on 19/12/24 following election of Cllr Ryan O'Meara.



JOHN CARROLL
FIANNA FAIL



LOUISE MORGAN WALSH
LABOUR



JOE HANNIGAN
NON-PARTY



PAMELA QUIRKE O'MEARA
NON-PARTY



SEAMUS MORRIS
NON-PARTY



MICHAEL O'MEARA
NON-PARTY

NENAGH
MUNICIPAL DISTRICT



MICHEÁL ANGLIM
FIANNA FAIL



LIAM BROWNE
NON-PARTY



DECLAN BURGESS
FINE GAEIL



JOHN CROSSE
FINE GAEIL



JOHN O'HENEV
NON-PARTY



MARY HANNA HOURIGAN
FINE GAEIL



ROGER KENNEDY
FIANNA FAIL

TIPPERARY
CAHIR-CASH
MUNICIPAL DISTRICT



MÁIRÍN MCGRATH
NON-PARTY



ANDY MOLONEY
NON-PARTY



MARIE MURPHY
FINE GAEIL



KAY CAHILL SKEHAN
FIANNA FAIL



WILLIE KENNEDY
FINE GAEIL



SHANE LEE
NON-PARTY



MICHEÁL LOWRY
NON PARTY



EDDIE MORAN
NON-PARTY



JIM RYAN
NON-PARTY



PEGGY RYAN
FINE GAEIL



SEAN RYAN
FIANNA FAIL



MICHAEL SMITH
FIANNA FAIL



KIERAN BOURKE
FIANNA FAIL



DAVID DUNNE
SINN FÉIN



MARK FITZGERALD
FINE GAEIL



MICHAEL BRENNAN
LABOUR



AMY GOLDSBORO
FIANNA FAIL



IMELDA GOLDSBORO
FIANNA FAIL

Imelda Goldsboro, nominated to Seanad Éireann by the Taoiseach on 7/7/25

Cllr Amy Goldsboro, Co-opted following the nomination of Cllr Imelda Goldsboro



SIOBHÁN AMBROSE
FIANNA FAIL



NIALL DENNEHY
NON-PARTY



PAT ENGLISH
WUAG



MICHAEL MURPHY
FINE GAEIL



TOM ACHESON
FINE GAEIL



JOHN FITZGERALD
FINE GAEIL



RICHIE MOLLOY
NON-PARTY

Michael Murphy, elected to Dail Éireann following the General Elections held on 29/11/24

Cllr Tom Acheson, Co-opted to the Council on 19/12/24 following election of Cllr Michael Murphy.

THURLES
MUNICIPAL DISTRICT

CARRICK-ON-SUIR
MUNICIPAL DISTRICT

CLONMEL
BOROUGH DISTRICT

NENAGH ELECTORAL AREA

FIONA BONFIELD

LABOUR

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COMMITTEES:

- Local Traveller Consultative Committee
- SPC Infrastructure
- SPC Planning & Emergency Services
- North Tipperary Food Enterprise Centre (Rearcross)
- North Tipperary Genealogy & Heritage Services

DR. PHYLL BUGLER

FINE GAEL

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COMMITTEES:

- AILG
- ETB (Educational Training board)
- Rural Water Monitoring Committee
- Regional Health Forum West
- SPC, Environment & Climate Action
- SPC, Community, Culture & Library Services
- North Tipperary Food Enterprise Centre (Rearcross) Ltd
- Biodiversity Forum Committee

JOHN CARROLL

FIANNA FÁIL

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COMMITTEES:

- Rural Water Monitoring Committee
- Local Community & Development Committee (LCDC)
- SPC Economic Development & Enterprise
- SPC (Environment & Climate Action)
- SPC Planning & Emergency Services
- North Tipperary Food Enterprise Centre (Rearcross) Ltd
- Biodiversity Forum Committee
- Tipperary Energy Agency

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- SPC, Economic Development & Enterprise
- AILG
- North Tipperary Genealogy & Heritage Services
- Tipperary Transport Coordination Unit (TTCU)

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- Regional Health Forum West
- SPC Planning & Emergency Services

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- SPC Infrastructure

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COMMITTEES:

- Regional Health Forum West
- Social Inclusion Community & Rural Development
- SPC - Infrastructure
- Comhairle na nÓg

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- Tipperary Sports Partnership
- ETB
- SPC Economic Development & Enterprise

THURLES ELECTORAL AREA

WILLIAM KENNEDY

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- ETB
- Audit Committee
- Thurles Regional Arts Centre
- SPC Infrastructure
- SPC Housing

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- Tipperary Transport Co-ordination Unit
- Southern Regional Assembly
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- SPC – Environment & Climate Action
- SPC – Social Inclusion Community & Rural Development
- Local Community Safety Partnerships

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- ETB
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- SPC – Economic Development & Enterprise

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- Southern Regional Assembly
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- ETB
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- Tipperary Energy Agency

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- SPC - Housing

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- SPC - Infrastructure

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- Local Community Safety Partnership (LCSP)
- South East Regional Drug & Alcohol Task Force
- Comhairle na nÓg

CLONMEL ELECTORAL AREA

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- SPC - Economic Development & Enterprise

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- UCC Governing Body
- SPC Community, Culture & Library Services
- SPC Social Inclusion Community & Rural Development
- Irish Public Bodies Mutual Insurance Board - IPBMI

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COMMITTEES:

- Local Community Safety Partnerships
- SPC, Community, Culture & Library Services

TIPPERARY-CAHIR-CASHEL ELECTORAL AREA

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- LAMA
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- SPC, Infrastructure
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- Comhairle na nÓg

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- SPC - Community, Culture & Library Services
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- SPC - Planning & Emergency Services

ROGER KENNEDY

FIANNA Fáil

roger.kennedy@cllr.tipperarycoco.ie
086-8161058

COMMITTEES:

- ETB
- Audit Committee
- Regional Health Forum South
- SPC - Economic Development & Enterprise
- Tipperary Heritage Forum

ANDY MOLONEY

NON-PARTY

andy.moloney@cllr.tipperarycoco.ie
086-3609110

COMMITTEES:

- SPC - Community, Culture & Library Services
- Local Community Safety Partnerships
- SPC Housing

MÁIRÍN MCGRATH

NON-PARTY

mairin.mcgrath@cllr.tipperarycoco.ie
087-2722236

COMMITTEES:

- SPC - Social Inclusion Community & Rural Development SPC
- Comhairle na nÓg
- Southern Regional Assembly
- ETB
- SPC - Infrastructure
- SPC - Social Inclusion Community & Rural Development SPC

MARIE MURPHY

FINE GAEL

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086-8261387

COMMITTEES:

- Tipperary Heritage Forum
- SPC - Economic Development & Enterprise
- Regional Health Forum
- Local Community Development Committee
- SPC - Infrastructure

JOHN O'HENEY

NON-PARTY

John.oheney@cllr.tipperarycoco.ie
087 7511550

COMMITTEES:

- SPC - Infrastructure
- ETB
- Rural Water Monitoring Committee

ANNEMARIE RYAN (SHINER)

NON-PARTY

annemarie.ryanshiner@cllr.tipperarycoco.ie
087-3802825

COMMITTEES:

- SPC - Planning & Emergency Services
- Local Community Development Committee
- SPC - Economic Development & Enterprise
- SPC - Housing

Senior Management Team



MS. SINÉAD CARR
CHIEF EXECUTIVE



LIAM BRETT
DIRECTOR OF SERVICES

Directorate Functions:

- Roads
- Transportation
- Health & Safety

Delegated Municipal District
Nenagh

Directorate
Nenagh



ANTHONY COLEMAN
DIRECTOR OF SERVICES

Directorate Functions

- Shared National Local Authority Service
- Local Authorities Waters Programme (LAWPRO)

Delegated Municipal District

Directorate
Clonmel



JONATHAN COONEY
DIRECTOR OF SERVICES

Directorate Functions:

- Housing Services

Delegated Municipal District
Clonmel

Directorate
Clonmel

**BRIAN BECK**

DIRECTOR OF SERVICES

Directorate Functions

- Economic, Community & Rural Development
- LEO
- Library/Cultural Services
- Bio Diversity
- Just Transition
- Ukrainian Refugee Accommodation Response

Delegated Municipal District
Carrick-on-Suir**Directorate**
Clonmel**MARK CONNOLLY**

HEAD OF FINANCE

Directorate Functions

- Finance
- Motor Taxation
- Procurement
- Information Technology

Delegated Municipal District
Thurles**Directorate**
Nenagh**SHARON KENNEDY**

DIRECTOR OF SERVICES

Directorate Functions

- Planning and Development (including Town Centre First, Active Travel & Residential Zoned Land Tax)
- Emergency Services & Emergency Planning
- Roscrea Regional Training Centre
- LASNTG

Delegated Municipal District
Tipperary/Cahir/Cashel**Directorate**
Nenagh**EAMON LONERAGAN**

DIRECTOR OF SERVICES

Directorate Functions

- Environment & Climate Action
- Human Resources
- Corporate Services
- Silvermines Rehabilitation Project

Delegated Municipal District**Directorate**
Clonmel**ROSEMARY JOYCE**SENIOR EXECUTIVE OFFICER
DISTRICT ADMINISTRATOR

Nenagh Municipal District

**GER WALSH**SENIOR EXECUTIVE OFFICER
MEETINGS ADMINISTRATOR

Corporate Services

Appendix 2

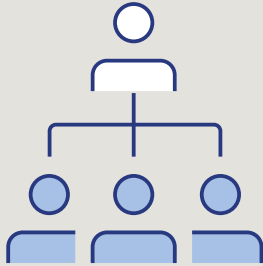
Our Operating Structure



Council Overview

The Council operates through Elected Members, collectively acting as a Board of Directors in collaboration with the Executive. Together, they develop and implement local policies. Elected Members are entrusted with specific “reserved functions” defined by legislation, which they execute through resolutions. Committees and the Executive provide support and advisory services to the Council’s policymaking activities.

01 CPG Corporate Policy Group

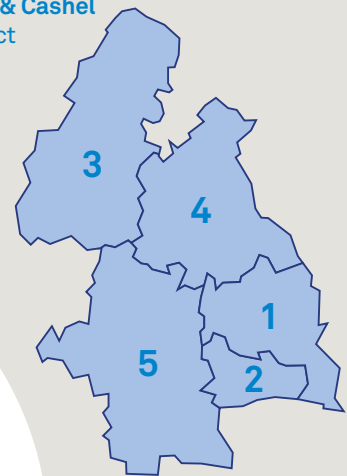


- Cathaoirleach
- Chief Executive Officer
- Chairs of Seven (7) SPCs

Municipal Districts

02

1. Carrick-on-Suir Municipal District
2. Clonmel Borough District
3. Nenagh Municipal District
4. Thurles Municipal District
5. Tipperary, Cahir & Cashel Municipal District



03



Strategic Policy Group

1. Economic Development & Enterprise
2. Housing
3. Infrastructure
4. Planning & Emergency Services
5. Environment & Climate Action
6. Social Inclusion, Community & Rural Development
7. Libraries, Culture & Biodiversity

Cathaoirleach
County Council
(40 members)

04



LCDC
(Local Community & Development Committee)



CSP
(Local Community Safety Partnership)



Audit Committee



LTACC
(Local Traveller Accommodation Consultative Committee)

Borough/Municipal Districts (MDs)

The Council's reserved functions are exercised at two levels:

- Plenary Council and
- Borough District (BD) & four (4) Municipal Districts (MDs)

The Local Government Reform Act 2014 defines the scope and membership of these MDs, detailed in Section 2.

Corporate Policy Group (CPG)

The CPG, chaired by the Cathaoirleach and comprising the Chairs of seven Strategic Policy Committees (SPCs) and Borough/MD representatives (where Borough/MD are not represented by a SPC Chair)”, serves as a coordination hub for Council activities. Supported by the Chief Executive, the CPG aligns SPC efforts and facilitates policy recommendations for the full Council.

Strategic Policy Committees (SPCs)

SPCs play a crucial role in policy formulation, development, and review. They incorporate diverse perspectives, with one-third of their members nominated by the Public Participation Network (PPN) and sectoral partners.

Tipperary County Council oversees seven (7) SPCs:

- Economic Development and Enterprise
- Housing
- Infrastructure (to include Roads & Transportation)
- Planning and Emergency Services
- Environment and Climate Action
- Social Inclusion, Community & Rural Development
- Library Services, Culture & Biodiversity

Local Community Development Committee (LCDC)

The LCDC fosters a strategic and unified approach to community development. It coordinates local development programs like LEADER and SICAP to ensure coherence and avoid duplication. While a committee of the local authority, the LCDC operates independently, with balanced public and private sector representation.

Economic Forum (CEF)

Post-merger, the County Tipperary Economic & Enterprise Forum was established to drive strategic economic development, focusing on job creation and business growth. Its membership includes key stakeholders like Tipperary County Council, IDA Mid-West and South East, Enterprise Ireland, and others. A dedicated Economic Development & Enterprise SPC oversees related initiatives.

Tourism is integral to the local economy, contributing n excess of €150 million annually. The Council supports this sector through the Tipperary Tourism Company, Munster Vales, and Lough Derg initiatives.

Local Community Safety Partnerships (LCSPs)

Established under the Policing, Security, and Community Safety Act 2024, LCSPs unite state services and communities to ensure effective safety planning. Each partnership develops a Local Community Safety Plan, reflecting community priorities. Membership includes 30 members; 20 of which are specified in regulation. These include: local councillors (7 in total), residents; community representatives, including representatives of youth, new communities and the voluntary sector; business and education representatives; relevant public services in the area, including the HSE, Tusla, An Garda Síochána and the local authority.

The remaining 10 places are appointed by the Chair of each partnership in consultation with the members, and will seek to reflect local demographics and needs”.

Audit Committee

An independent Audit Committee ensures robust corporate governance. It evaluates financial reporting, internal audits, and risk management practices. The committee comprises five members, including two Elected Members, and is led by an independent Chairperson.

Management Team

The Management Team oversees efficient Council operations and service delivery. The Chief Executive manages executive functions, while over 1,100 staff from diverse professional backgrounds contribute their expertise.

Public Participation Network (PPN)

The PPN ensures community representation in local governance. With over 1,699 members, divided into three Pillars, Community & Voluntary, Social Inclusion and Environment, relevant to the remit of the member groups, it actively disseminates information and supports member organisations through regular updates, meetings, and training opportunities.

Local Enterprise Offices (LEOs)

LEOs have expanded responsibilities, providing enterprise support and managing micro-enterprise functions previously handled by County and City Enterprise Boards. The Council also promotes investment through the “Tipperary – The Place, The Time” campaign.

Regional Initiatives and Shared Services

The Council collaborates on regional projects, including:

- **Local Authority Waters Programme (LAWPRO):** Enhancing water resource management.
- **Southern Regional Waste Management Office:** Addressing waste management needs.
- **Regional Training Centres:** Offering diverse training programs.
- **Road Management Office (RMO):** Providing road management and infrastructure support.

These initiatives reflect the Council’s commitment to regional integration and resource efficiency.



Appendix 3

Implementing the Public Sector Equality and Human Rights Duty

Introduction

The Public Sector Equality and Human Rights Duty (“the Duty”) imposes a statutory responsibility on public bodies to have regard to the need to eliminate discrimination, promote equality of opportunity, and protect the human rights of staff, policy beneficiaries and service users across all its functions. It integrates equality and human rights into the core functions and processes of public bodies, including Tipperary County Council.

In giving effect to the Duty public bodies are required to undertake three steps:

- **Assess:** Identify relevant equality and human rights issues, and to communicate these through their corporate plans.
- **Address:** Implement targeted actions to address these issues, and to identify and communicate these through their corporate plans.
- **Report:** Publicly report on progress and achievements annually, through their annual reports.

Commitment to Diversity

The Duty encompasses a wide range of groups, including individuals defined by gender, civil status, family status, age, disability, sexual orientation, race, religion, membership of the Traveller community, and socio-economic status. It further encompasses individual rights holders under the various relevant human rights instruments. Tipperary County Council is committed to addressing the equality and human rights issues facing these groups, including those at the intersections of these categories.

Core Values

Tipperary County Council prioritises six overarching values in its approach to the Duty:

- **Respect:** Recognizing the intrinsic worth of every individual.
- **Fairness:** Ensuring unbiased and reasonable treatment.
- **Non-Discrimination:** Welcoming diversity and ensuring accessibility.
- **Transparency:** Maintaining openness and accountability.
- **Collaboration:** Encouraging inclusive participation in decision-making.
- **Dignity:** Upholding care, respect, and human worth in all interactions.

The Council is fully committed to driving its ongoing implementation of the Duty by fostering an organisational culture rooted in these values of respect, fairness, non-discrimination, transparency, collaboration and dignity across all its functions.

Implementation of the Duty

First Phase:

A cross-departmental Working Group, led by the Human Resources and Corporate Services Sections, developed the Council's Public Sector Duty Strategy and Plan - [TCC_PSD Strategy and Action Plan](#). This high-level strategy was approved by the Senior Management Team in December 2021, with an executive summary subsequently published in Arabic, Polish, and Portuguese.

The approach taken was based on guidance published by the Irish Human Rights and Equality Commission, and on the experience of local authorities chosen as pilots for implementation of the Duty.

Key Actions Taken in this Phase:

- Developed a values framework to guide the Council's implementation of the Duty.
- Conducted an evidence-based assessment of equality and human rights issues, involving consultation with staff and service users.
- Identified priority actions for inclusion in the Strategy and Action Plan - [Public Sector Duty - Assessment of equality and human rights issues](#).
- Prepared and launched the final Strategy and Action Plan.
- Implemented the action plan across the various functions of the Council.

Ongoing Implementation

A cross-departmental Working Group continues to drive the implementation of the Duty, ensuring on the basis of the Strategy and Action Plan.

The plan addresses five key areas in its actions:

- **Service Provision:** Ensuring equitable access to services.
- **People Management:** Fostering a diverse and inclusive workforce.
- **Research, Policy, and Strategic Planning:** Integrating the Duty into policy frameworks and programmes.
- **Corporate Activity and Procurement:** Embedding the Duty in procurement processes and service agreements.
- **Oversight and Reporting:** Monitoring progress and reporting annually.

Next Phase

The Council has reviewed its approach to implementing the Duty on the basis of collaboration with the HSE in the "Tipperary Roma Health and Accommodation Project" that produced the "Tipperary County Council: Implementing the Public Sector Equality and Human Rights Duty in Relation to Roma and Accommodation Provision" implementation plan - [TCC PSD Implementation Plan - Roma and Accommodation Provision Nov 2023](#). The evolved approach pursued to the Duty in this project, coupled with the issuing of new guidance on implementing the Duty in December 2024 by the Irish Human Rights and Equality Commission has created the opportunity to open up a new phase in the implementation of the Duty over the period of this Corporate Plan.

Tipperary County Council will re-establish a cross-departmental project team in Q1 2025, incorporating Equality Officers, Access Officers, and other designated roles to give effect to this new phase in our implementation of the Duty.

This team will focus on:

- Undertake a review of the Council's Strategy and Action Plan, update the assessment of equality and human rights issues, and develop an implementation plan to frame the Council's ongoing implementation of the Duty over the Corporate Plan's lifecycle.
- Building organizational capacity to implement the Duty and strengthening organisational systems to drive the ongoing implementation of the Duty.
- Phasing the implementation of an equality and human rights impact assessment in the development and review of Council strategies, policies, plans, programmes and services over the Corporate Plan's lifecycle, through annual service delivery plans.
- Phasing the implementation of current, and further as found necessary, policies, plans, and actions addressing the equality and human rights issues relevant to the Council's functions over the Corporate Plan's lifecycle, through annual service delivery plans.

Appendix 4

List of Strategic Policy Committees



Economic Development & Enterprise

(18 Members)

Councillors (12 Members)

- Cllr. M. Murphy (Chair)
- Cllr. J. Hannigan
- Cllr. L. Browne
- Cllr. K. Cahill Skehan
- Cllr. R. Kennedy
- Cllr. D. Burgess
- Cllr. J. Carroll
- Cllr. S. Ambrose
- Cllr. L. Morgan Walsh
- Cllr. T. Acheson
- Cllr. E. Moran
- Cllr. AM Ryan Shiner

Sectoral Representatives (8 Members)

- Seamus Hoyne, TUS
- Pat Carroll, Agriculture
- Michelle Aylward, Business/Commercial
- Adrien Barlett, Business/Commercial
- Sean Reidy, Development & Construction
- Mary Spillane, PPN Social Inclusion
- Sean O'Farrell, PPN Environment
- Thomas Cooke, PPN Community & Voluntary

Social Inclusion Community & Rural Development SPC

(16 Members)

Councillors (10 Members)

- Cllr. ML. Smith (Chair)
- Cllr. M. McGrath
- Cllr. J. FitzGerald
- Cllr. P. Ryan
- Cllr. JP O'Meara
- Cllr. ML. Brennan
- Cllr. T. Acheson
- Cllr. J. Ryan
- Cllr. A. Goldsboro
- tbc

Sectoral Representatives (6 Members)

- Joe O'Dwyer (Agriculture)
- Michael O'Donoghue, Business/Commercial
- Sangetta Molloy, PPN Community & Voluntary
- David Dwyer, PPN, Social Inclusion
- Kuldeep Joshi, PPN, Social Inclusion
- Eoin Wolohan, PPN, Environment

Housing

(17 Members)

Councillors (10 Members)

- Cllr. M. Hanna-Hourigan (Chair)
- Cllr. Ann Marie Ryan Shiner
- Cllr. S. Lee
- Cllr. Wm. Kennedy
- Cllr. D. Dunne
- Cllr. P. English
- Cllr. K. Bourke
- Cllr. R. Kennedy
- Cllr. ML. Anglim
- Cllr. ML. Brennan

Sectoral Representatives (7 Members)

- John O'Shaughnessy, Business/Commercial
- Tom Gallahue, Dev/Const.
- Joe Sherlock, Trade Union Forsa
- Sarah Bourke, PPN Community & Voluntary
- Kate Somerville, PPN Community & Voluntary
- Vacant – PPN
- Social Inclusion
- Vacant – PPN Environmental/Conservation

Environment & Climate Action

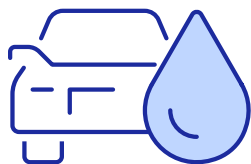
(16 Members)

Councillors (10 Members)

- Cllr. S. Ryan (Chair)
- Cllr. J. Carroll
- Cllr. P. Quirke O'Meara
- Cllr. P. English
- Cllr. P. Bugler
- Cllr. E. Moran
- Cllr. D. Burgess
- Cllr. A. Goldsboro
- Cllr. P. Ryan
- Cllr. J. FitzGerald

Sectoral Representatives (6 Members)

- Darragh Scott, Agriculture
- Charles Stanley Smith, PPN Social Inclusion
- Mary McMahon, PPN Environment
- Brian Pope, PPN Environment
- David Philip, PPN Environment
- Sarah Fogarty Business/Commercial



Infrastructure

(To include roads, Transportation & Water Services)

(18 Members)

Planning & Emergency Services

(16 Members)

Community, Culture & Library Services

(16 Members)

Councillors (10 Members)

- Cllr. J. Ryan (Chair)
- Cllr. Ml. O'Meara
- Cllr. M. McGrath
- Cllr. M. Anglim
- Cllr. J.O'Heney
- Cllr. W. Kennedy
- Cllr. M. Murphy
- Cllr. Mark Fitzgerald
- Cllr. F. Bonfield
- Cllr. JP O'Meara

Councillors (10 Members)

- Cllr. R Kennedy (Chair)
- Cllr. S. Morris
- Cllr. AM Ryan Shiner
- Cllr. Ml. Smith
- Cllr. F. Bonfield
- Cllr. M. FitzGerald
- Cllr. M. Hanna Hourigan
- Cllr. J. Crosse
- Cllr. Ml. Lowry
- Cllr. J. Carroll

Councillors (10 Members)

- Cllr. A. Moloney (Chair)
- Cllr. R. Molloy
- Cllr. P. Quirke O'Meara
- Cllr. K. Cahill Skehan
- Cllr. S. Ambrose
- Cllr. P. Bugler
- Cllr. L. Morgan Walsh
- Cllr. J. Crosse
- Cllr. N. Dennehy
- Cllr. J. FitzGerald

Sectoral Representatives (8 Members)

- Baden Powell, Agriculture
- Dan Egan, Business/Commercial
- Barry Ryan, Dev/Const.
- Patti O'Neill, PPN Environment
- Michael Crowe, Trade Union
- Marie Collinson, PPN Social Inclusion
- Michael Crowe, Trade Union Forsa
- Anthony Moroney, TFI

Sectoral Representatives (6 Members)

- John O'Shaughnessy, Dev/Const.
- Michael J. Tobin, Agriculture
- VACANT, PPN Social Inclusion
- Charles Lamb, PPN Environment
- Gillian Moore, PPN Community & Voluntary
- Brid Harrington - Business/Commercial

Sectoral Representatives (6 Members)

- Aislinn O'Keeffe, Business/Commercial
- Martin Quinn, PPN Social Inclusion
- Theresia Gushychlbauer, PPN Environment
- John Conors, PPN Community & Voluntary
- Brendan Keogh, PPN Community & Voluntary
- Sean O'Farrell, Agriculture

Appendix 5

Relevant Plans & Strategies

Tipperary County Council must have regard to a wide range of national, regional and local strategies and policies and the Council is active, either directly or through sectoral bodies such as the Local Government Management Agency (LGMA), in working with Government Departments and other agencies in meeting policy objectives.

Outlined below is a non-exhaustive list of relevant strategies and plans influencing Tipperary County Council's activities.

National

- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025
- Better Public Services - Public Service Transformation 2030 Strategy
- Building Control Acts 1990 to 2020
- Building Regulations 1997 to 2024
- Building Control Regulations 1997 to 2022
- Climate Action Plan 2023 and Climate Action Plan 2024
- Climate Change Sectoral Adaptation Plan for Flood Risk Management
- 2019 - 2024
- Climate Action Sectoral Adaptation Plan for Built and Archaeological Heritage
- Climate and Low Carbon Development (Amendment) Act 2021
- Code of Practice for Inspecting and Certifying Buildings and Works Community Climate Action Fund
- DCCAE: National Cyber Security Strategy
- Connect Government 2030, March 2022 (A Digital and ICT Strategy for Ireland's Public Service)
- Connecting Ireland Rural Mobility Plan
- Construction Products Regulation (EU) No 305/2011
- Culture and Creativity Strategies 2023-2027
- Cycle Connects
- DCCAE: National Digital Strategy
- DEBI Innovation 2020
- Development Plans Guidelines for Planning Authorities (2022)
- DHLGH Data Strategy
- Digital for Good: Ireland's Digital Inclusion Roadmap, August 2023
- Digital Single Market
- eGovernment Strategy
- Embracing Ireland's Outdoors - National Outdoor Recreation Strategy 2023-2027
- Energy Performance of Buildings Directive (Council Directive 2010/31/EU)
- Energy Security in Ireland to 2030
- EU Biodiversity Strategy
- EU Birds Directive
- EU Energy Performance of Buildings Directive (EPBD)
- EU Renewable Energy Directive (2023/2413) EU Solar Energy Strategy (COM (2022)221)
- EU 'Floods' Directive
- EU Just Transition Plan for Ireland 2021-2027
- EU Good Practice for Market Surveillance

- EU Habitats Directive
- EU Strategy on Adaptation to Climate Change
- EC (Birds and Natural Habitats) Regulations 2011
- European Flood Awareness System (EFAS)
- European Union (Construction Products) Regulation (S.I. 225 of 2013, as amended)
- European Union (In-Building Physical Infrastructure for High-Speed Electronic Communications) Regulations 2023
- Electric Vehicle Charging Infrastructure Strategy 2022 to 2025
- Flood Risk Management Plans and Maps produced under the National CFRAM (Catchment Flood Risk Assessment & Management) programme (floodinfo.ie)
- Get Ireland Active - National Physical Activity Plan for Ireland
- Groundwater Protection Response
- Guidelines for Inclusive Engagement in Local Planning and Decision Making (DRCD)
- Guidelines for the Local Authority Climate Action Plans
- Guidelines for New Emergency Accommodation (DHLGH, September 2022)
- Green Public Procurement Strategy 2024-2027
- Guidance on Appropriate Assessment for Planning Authorities National Parks & Wildlife Service (npws.ie).
- Guidelines on the Planning System and Flood Risk Management Healthy Ireland - A Framework for Improved Health and Wellbeing 2013 - 2025
- Heritage Ireland 2030
- Housing First National Implementation Plan 2022-2026 Housing for All
- Housing for All Roadmap for increased adoption of MMC in public housing delivery
- Housing for All Modern Methods of Construction (MMC) Introductory Guide
- Housing for All guidance for design-build housing contracts Housing Action Delivery Plans
- Housing options for our Ageing Population policy (2019)
- Ireland's National Energy and Climate Plan 2021 - 2030
- Ireland's Road Haulage Strategy 2022-2031
- Local Economic and Community Plan Guidelines 2021 (DRCD)
- Major Emergency Management Framework 2006 (MEM)
- Marine Planning Policy Statement (to be adopted Q3 of 2019)
- Market Surveillance Regulation (EU) No. 2019/1020
- Market Surveillance of Construction Products Strategy
- Met Eireann strategic plan for 2017-2027
- National Adaptation Framework National AI Strategy
- National Biodiversity Action Plan 2023 -2030
- National Bio economy Action Plan 2023-2025
- National Broadband Plan
- National Clean Air Strategy National Cycle Network Plan
- National Landslide Database and Landslide Susceptibility Map
- National Development Plan
- National Disability Strategy
- National Energy and Climate Plan 2021 - 2030
- National Flood Forecasting and Warning Service
- National Implementation Plan for the SDGs 2022-2024
- National Heritage Plan - Heritage Ireland 2030
- National Housing Strategy for Disabled People 2022 - 2027 (NHSfDP)
- National Marine Planning Framework
- National Oversight and Audit Commission (NAC) Reports
- National Organic Strategy 2024-2030 (Published Q2 2024)
- National Planning Framework 2040
- National Policy on Architecture 2022
- National Road EV Charging Plan 2024 to 2030
- National Skills Strategy
- National Social Enterprise Policy for Ireland 2019-2022
- National Sports Policy 2018-2027
- National Strategy on Domestic, Sexual and Gender-Based Violence

- National Sustainable Mobility Policy 2022-2030 and associated Action Plan 2022-2025
- National Swimming Strategy 2024-2027
- National Traveller and Roma Inclusion Strategy 2017-2021
- National Vacant Housing Reuse Strategy
- Nature and biodiversity - Library (europa.eu)
- Net Zero Industry Act
- OECD Skills Strategy Ireland: Assessment and Recommendations
- Open Data Strategy
- Our Public Service 2020 (with particular reference to actions relating to Public Participation Networks and Local Community Development Committees)
- Our Rural Futures
- People, Place and Policy - Growing Tourism to 2025 and the associated Tourism Action Plans
- Policy on Property Acquisition and Disposal
- Policy Statement on Geothermal Energy for a Circular Economy
- Policy Statement on Mineral Exploration and Mining
- Programme for Government: Our Shared Future
- Policing, Security and Community Safety Act 2024
- Project Ireland 2040
- Protocols on Transfer and Sharing of Property Assets
- Public Sector Energy Efficiency Strategy
- Public Service Apprenticeship Plan 2023
- Public Service Agreement 2024 - 2026
- Public Service Data Strategy
- Public Transport Accessibility Retrofit Programme
- Renewable Electricity Policy and Development Framework (REPDF)
- Renewable Transport Fuel Policy 2023-2025
- Report on Inter-Departmental Group on National Coastal Change Management
- River Basin Management Plan for Ireland 2018-2021
- Road Safety Strategy 2021-2030
- Rural Development Policy 2020
- Sharing the Vision: A Mental Health Policy for Everyone 2020-2030
- SlainteCare | Right Care, Right Place Right Time
- Sraidainmneacha: Treoirlínte/Streetnames: Guidelines
- Strategic Emergency Management Framework 2017 (SEM)
- Strategy for the Future Development of National and Regional Greenways
- Strategy for World Heritage in Ireland 2024-2034 (public consultation ongoing)
- Statement on Petroleum Exploration and Production in Ireland
- Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland
- The Library is the Place: Information, Recreation, Inspiration National Public Library Strategy 2023-2027
- The National Language Strategy 2010-2030
- The National Oil Spill Contingency Plan
- The National Search and Rescue Plan
- Tourism Policy Framework
- Town Centre First
- United Nations Convention on the Rights of Persons with Disabilities (UNCPRD)
- Water Services Policy Statement 2024 - 2030
- Whole of Government Circular Economy Strategy 2022 - 2023
- Wind Energy Development Guidelines (WEDGS)
- Young Ireland: The National Policy Framework for Children and Young People 2023-2028
- Youth Homelessness Strategy 2023-2025

Regional

- ERDF Operational Programmes 2021-2027
- EIP European Innovation Partnership on Active and Healthy Ageing
- Flood Risk Management Plans and Maps including relevant local plans
- Joint Waste Management Plan for South East
- Regional Spatial and Economic Strategies – Southern Region
- Regional Enterprise Plans
- Regional and Local EV Charging Network Plan 2024 to 2030 (published for public consultation May 2024)
- South-East & Mid-West Region Homelessness Action Plan
- Southern Region Waste Management Plan
- South Eastern River Basin Management Plan

Local

- Tipperary Local Economic & Community Plan
- Local Enterprise Plan
- Tipperary Local Development Strategy
- Tipperary Sustainable Energy Action Plan
- Analysis of Education, Training & Business Support Needs of Companies in Co. Tipperary
- Tipperary Craft Strategy
- Tipperary Digital Strategy
- Tipperary Tourism Strategy
- Lough Derg Tourism Strategy
- Munster Vales Marketing Plan
- Entrepreneurship Strategy (in progress)
- Green & Blue Infrastructure Master Plan Roadmap for Tipperary Waterways
- Playground Policy
- Tipperary County Development Plan 2022 - 2028
- Local Area Plans and Enhancement Schemes
- Development Contribution Schemes
- Traveller Accommodation Programme
- Major Emergency Plan
- Litter Management Plan
- County Heritage Plans
- Economic Development Strategy
- Age Friendly Strategy
- Tipperary Local Authority Climate Action Plan (LACAP) 2024-2029
- Biodiversity Plan
- Sports Partnership Strategic Plan
- Healthy Tipperary Strategy

Appendix 6

Baseline Performance Indicators

Topic	Indicator	Baseline Metric (2024 data unless otherwise stated)
Housing: H1 Social Housing Stock	A. Number of dwellings in the ownership of the local authority at start of year	
	B. Number of dwellings added to the local authority owned stock (whether constructed or acquired)	
	C. Number of local authority owned dwellings sold	
	D. Number of local authority owned dwellings demolished	
	E. Number of dwellings in the ownership of the local authority at end of year	
	F. Number of local authority owned dwellings planned for demolition under a DHLGH approved scheme	
Housing: H2 Housing vacancies	A. The percentage of the total number of local authority owned dwellings that were vacant at year end	
Housing: H3 Average Re-letting time and cost	A. Average time taken from date of vacation of dwelling to date when a new tenancy had commenced	
	B. Average cost expended on getting the units re-tenanted ready for re-letting	
Housing H4: Housing Maintenance Direct Costs	A. Expenditure during the year on the maintenance of LA housing, divided by the number of dwellings in the LA stock at year end	
Housing H5: Private Rented Sector Inspections	A. Total number of registered tenancies in the LA area at year end	
	B. Number of rented dwellings inspected during year	
	C. Percentage of inspected dwellings during the year not compliant with the Standards Regulations	
	D. Number of dwellings deemed compliant (including those originally deemed non-compliant)	
	E. The number of inspections (including reinspections) undertaken by the local authority during the year.	
Housing: H6 Long -term Homeless Adults	A. Number of adult individuals in emergency accommodation that are long-term (i.e. 6 months or more within the previous year) homeless as a percentage of the total number of homeless adult individuals in emergency accommodation at the end of year	

Topic	Indicator	Baseline Metric (2024 data unless otherwise stated)
Housing: H7 Social Housing Retrofit	A. (1) Total number of houses retrofitted under the Social Housing Retrofit Programme	
	A. (2) Number of houses that achieved a BER rating of B2 or above under the Social Housing Retrofit Programme	
	A. (3) Number of heat pumps installed in those houses under the Social Housing Retrofit Programme	
	B. Total annual energy savings in MWH from houses retrofitted under the Social Housing Retrofit Programme	
	C. Total carbon emission reduction tCo2 from houses retrofitted 24 under the Social Housing Retrofit Programme	
Roads: R1 Pavement Surface Condition Index (PSCI) Ratings	A. (a) The percentage of Regional roads that received a PSCI rating in the 24 month period prior to year end	
	A. (b) The percentage of Local Primary roads that received a PSCI rating in the 24 month period prior to year-end	
	A. (c) The percentage of Local Secondary roads that received a PSCI rating in the 24 month period prior to year end	
	A. (d) The percentage of Local Tertiary roads that received a PSCI rating in the 60 month period prior to year end	
	B. (a.1) The percentage length of Regional roads that received a PSCI rating of 1-4 in the 24 month period prior to year end	
	B. (a.2) The percentage length of Regional roads that received a PSCI rating of 5-6 in the 24 month period prior to year end	
	B. (a.3) The percentage length of Regional roads that received a PSCI rating of 7-8 in the 24 month period prior to year end	
	B. (a.4) The percentage length of Regional roads that received a PSCI rating of 9-10 in the 24 month period prior to year end	
	B. (b.1) The percentage length of Local Primary roads that received a PSCI rating of 1-4 in the 24 month period prior to year end	
	B. (b.2) The percentage length of Local Primary roads that received a PSCI rating of 5-6 in the 24 month period prior to year end	
	B. (b.3) The percentage length of Local Primary roads that received a PSCI rating of 7-8 in the 24 month period prior to year end	
	B. (b.4) The percentage length of Local Primary roads that received a PSCI rating of 9-10 in the 24 month period prior to year end	
	B. (c.1) The percentage length of Local Secondary roads that received a PSCI rating of 1-4 in the 24 month period prior to year end	
	B. (c.2) The percentage length of Local Secondary roads that received a PSCI rating of 5-6 in the 24 month period prior to year end	
	B. (c.3) The percentage length of Local Secondary roads that received a PSCI rating of 7-8 in the 24 month period prior to year end	
	B. (c.4) The percentage length of Local Secondary roads that received a PSCI rating of 9-10 in the 24 month period prior to year end	
	B. (d.1) The percentage length of Local Tertiary roads that received a PSCI rating of 1-4 in the 60 month period prior to year end	
	B. (d.2) The percentage length of Local Tertiary roads that received a PSCI rating of 5-6 in the 60 month period prior to year end	
	B. (d.3) The percentage length of Local Tertiary roads that received a PSCI rating of 7-8 in the 60 month period prior to year end	
	B. (d.4) The percentage length of Local Tertiary roads that received a PSCI rating of 9-10 in the 60 month period prior to year end	

Topic	Indicator	Baseline Metric (2024 data unless otherwise stated)
Roads: R2 Road Works	A.1 Kilometres of regional road strengthened during the year	
	A.2 The amount expended on regional roads strengthening work during the year	
	A.3 The average unit cost of regional road strengthening works per square metre (€/m ²)	
	B.1 Kilometres of regional road resealed during the year	
	B.2 The amount expended on regional road resealing work during the year	
	B.3 The average unit cost of regional road resealing works per square metre (€/m ²)	
	C.1 Kilometres of local road strengthened during the year	
	C.2. The amount expended on local road strengthening work during the year	
	C.3 The average unit cost of local road strengthening works per square metre (€/m ²)	
	D.1 Kilometres of local road resealed during the year	
	D.2 The amount expended on local road resealing work during the year	
	D.3 The average unit cost of local road resealing works per square metre (€/m ²)	
Roads: R3 Motor Tax Online	A. The percentage of motor tax transactions which were dealt with online (i.e. transaction is processed and the tax disc is issued)	
Roads: R4 Road Opening Licensing and Inspections	A. Total number of T2, T2', T3, T4s issued by the local authority between January and December	
	B. Total number of T5 notifications received from licence holders between January and December	
	C. Percentage of licences that have been reviewed by the local authority prior to entering the Guarantee Period	
	D. Percentage of licences that have been subject of an inspection prior to entering the Guarantee Period	
Water: W1 Drinking Water Compliance	Percentage of drinking water in private schemes in compliance with statutory requirements	
Water: W2 Private Water schemes monitored	Percentage of registered schemes monitored	
Waste: E1 Households with access to a 3-bin service	A. The number of households which availed of a 3-bin service offered by a licensed operator	
	B. The percentage of households within the local authority that the number at A represents	
Waste: E2 Environmental Pollution	Total number of pollution cases in respect of which a complaint was made during year	
	Number of pollution cases closed during the year	
	Total number of pollution cases on hands at year end	

Topic	Indicator	Baseline Metric (2024 data unless otherwise stated)
	The opening number of pollution cases carried forward from the previous year end	
Environment: E3 Litter Pollution	A1. The percentage of the LA area surveyed unpolluted or litter free	
	A2. The percentage of the LA area surveyed slightly polluted	
	A3. The percentage of the LA area surveyed moderately polluted	
	A4. The percentage of the LA area surveyed significantly polluted	
	A5. The percentage of the LA area surveyed grossly polluted	
Environment: E3 Green Flag Status	The percentage of schools that have been awarded/renewed green flag status in the two years to year end	
Environment: E5 Energy Efficiency	The cumulative percentage of energy savings achieved by year end relative to baseline year (2009)	
Environment: E6 Public Lighting	Total annual consumption of the public lighting system	
	Average wattage of each public light	
	Percentage of the total system that LED lights represent	
Environment: E7 Climate Change	Does the local authority have a designated (FTE) Climate Action Coordinator?	
	Does the local authority have a designated (FTE) Climate Action Officer?	
	Does the local authority have a climate action team?	
Planning: P1 New Buildings Inspected	Buildings inspected as a percentage of new buildings notified to the local authority	
Planning: P2 An Bord Pleanála Planning decisions	Number of local authority planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the Board on any date in the year	
	Percentage of the determinations at A which confirmed (either with or without variation of the plan) the decision made by the local authority	
	Number of determinations confirming the local authority's decision (either with or without variation)	
Planning: P3 Enforcement	Total number of planning cases referred to or initiated by the local authority that were investigated	
	Total number of investigated cases that were closed during year	
	Percentage of the cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development	
	Percentage of the cases at B that were resolved to the local authority's satisfaction through negotiations	
	Percentage of the cases at B that were closed due to enforcement proceedings	
	Total number of planning cases being investigated as at year end	

Topic	Indicator	Baseline Metric (2024 data unless otherwise stated)
Planning: P4 Cost per capita of the Planning Service	The 2024 Annual Financial Statement (AFS) Programme D data divided by the population of the local authority area per the 2022 Census	
Planning: E5 Fire Safety Certificate applications	The percentage of applications for fire safety certificates received that were decided (granted or refused) within two months of their receipt	
	The percentage of applications for fire safety certificates received that were decided (granted or refused) within an extended period agreed with the applicant	
Fire Service: F1 Cost per capita of the Fire Service	e Annual Financial Statement (AFS) Programme E expenditure data for 2024 divided by the population of the local authority area per the 2022 Census figures for the population served by the fire authority as per the Risk Based Approach Phase One reports	
Fire Service: F2 Service Mobilisation	A. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of fire	
	B. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of fire	
	C. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of all other (non-fire) emergency incidents	
	D. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of all other (non-fire) emergency incidents	
Fire Service: F3 Attendance times at Scenes	A. Percentage of cases in respect of fire in which first attendance at scene is within 10 minutes	
	B. Percentage of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes	
	C. Percentage of cases in respect of fire in which first attendance at the scene is after 20 minutes	
	D. Percentage of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes	
	E. Percentage of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes	
	F. Percentage of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes	
	Total number of call-outs in respect of fires during the year	
Library Service: L1 Library Visits, issues and registered members	A. Number of visits to libraries per head of population for the local authority area per the 2022 Census	
	B. Number of items issued to library borrowers in the year	
	C. Library active members per head of population	
	D. Number of registered library members in the year	
	Number of visits to its libraries during the year per automatic counters if used	

Topic	Indicator	Baseline Metric (2024 data unless otherwise stated)
Library Service: L2 Cost per capita of operating a Library Service	A. The Annual Financial Statement (AFS) Programme F data for the year divided by the population of the local authority area per the 2022 Census	
	B. The annual per capita expenditure on collections over the year	
Youth and Community: Y1 Participation in Comhairle na nÓg scheme	Percentage of local schools involved in the local Youth Council/Comhairle na nÓg scheme	
	Total number of second level schools in the local authority area at year end	
	Number of second level schools in the local authority area from which representatives attended the local Comhairle na nÓg AGM held during the year	
Youth and Community: Y2 Public Participation Network (PPN)	A. The number of organisations included in the County Register at year end and the proportion of those organisations that opted to be part of the Social Inclusion College within the PPN	
	Total number of organisations included in the County Register (maintained in accordance with section 128 of the Local Government Act 2001) for the local authority area as at year end	
	Total number of those organisations that registered for the first time in the calendar year	
	Number of organisations that opted to join the Social Inclusion Electoral College on whatever date they registered for the PPN	
Corporate: C1 Whole-Time Equivalents Staffing Number	The wholetime equivalent staffing number as at year end	
Corporate: C2 Working Days lost to Sickness	Percentage of paid working days lost to sickness absence through medically certified leave in the year	
	Percentage of paid working days lost to sickness absence through self- certified leave in the year	
Corporate: C3 Local Authority Website and Social Media Usage	The per capita total page views of the local authority's websites	
	The per capita total number of followers at end of year of the local authority's social media accounts (if any)	
Corporate C4: Cost of ICT provision per WTE	All ICT expenditure, divided by the WTE no.	
Corporate C5: Cost of ICT as a proportion of Revenue Expenditure	All ICT expenditure calculated as a proportion of Revenue expenditure	

Topic	Indicator	Baseline Metric (2024 data unless otherwise stated)
Finance: M1 Five-year summary of Revenue Account balance	A. Cumulative surplus/deficit balance at 31/12/2020 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	
	B. Cumulative surplus/deficit balance at 31/12/2021 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	
	C. Cumulative surplus/deficit balance at 31/12/2022 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	
	D. Cumulative surplus/deficit balance at 31/12/2023 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	
	E. Cumulative surplus/deficit balance at 31/12/2024 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	
	F. Cumulative surplus or deficit at 31/12/2024 as a percentage of Total Income in 2024 from the Income and Expenditure Account Statement of the AFS	
	G. Revenue expenditure per capita in 2024	
	H. Revenue expenditure per capita in 2024 excluding significant out of county/shared service expenditure	
Finance: M2 Five-year percentage summary of collection levels for major revenue sources	A. (a) Collection level of Rates in Appendix 7 of the AFS for 2020	
	A. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2020	
	A. (c) Collection level of Housing Loans in Appendix 7 of the AFS for 2020	
	B. (a) Collection level of Rates in Appendix 7 of the AFS for 2021	
	B. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2021	
	B. (c) Collection level of Housing Loans in Appendix 7 of the AFS for 2021	
	C. (a) Collection level of Rates in Appendix 7 of the AFS for 2022	
	C. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2022	
	C. (c) Collection level of Housing Loans in Appendix 7 of the AFS for 2022	
	D. (a) Collection level of Rates in Appendix 7 of the AFS for 2023	
	D. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2023	
	D. (c) Collection level of Housing Loans in Appendix 7 of the AFS for 2023	
Finance: M3 Public Liability Claims	Per capita total cost of settled claims for year	
Finance: M4 Overheads	Overall central management charge as a percentage of total expenditure on revenue account	
	Total payroll costs as a percentage of revenue expenditure	
Economic Development: J1 Number of Jobs created	The number of jobs created with assistance from the Local Enterprise Office during the year per 100,000 of population	
	The number of jobs created with assistance from the Local Enterprise Office during the year	

Topic	Indicator	Baseline Metric (2024 data unless otherwise stated)
Economic Development: J2 Trading Online Vouchers	The number of trading online voucher applications approved by the Local Enterprise Office during the year per 100,000 of population	
	The number of trading online vouchers that were drawn down in the year per 100,000 of population	
	The number of trading online voucher applications approved by the Local Enterprise Office	
	The number of those trading online vouchers that were drawn down	
Economic Development: J3 Number of mentoring recipients	The number of participants who received mentoring during the year per 100,000 of population	
	The number of participants who received mentoring during the year	
Economic Development: J4 Tourism	Does the local authority have a current tourism strategy?	
	Does the local authority have a designated Tourism Officer?	
Economic Development: J5 Economic Development Spend	The spend on local economic development by the local authority per head of population	
	The spend on local economic development by the local authority	



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