Guidelines for Local Authorities

in the preparation of

Corporate Plans for

2019- 2024

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Pleanála agus Rialtais Áitiúil
Department of Housing,
Planning and Local Government

Background

Preparation of multi-annual Corporate Plans and implementation of associated monitoring and review arrangements are long-standing features of management practice in local authorities in Ireland. The corporate plan serves as the local authority's strategic framework for action over the duration of the plan (2019-2024). The corporate plan should be prepared on the basis of an organisation wide strategic approach. Corporate plans will be specific to the individual needs of the local authority while ensuring flexibility to adapt to changing circumstances as they arise.

The corporate plan is a central component of the local authority business architecture, linking key elements such as policy, organisation, operational activity, governance, and performance management. Plans should be drafted in line with relevant legislation, in particular the Local Government Act 2001, the Local Government Reform Act 2014 and, where applicable, the Local Government Act 2019. Provisions of section 134 of the Local Government Act 2001, as amended by the 2014 Reform Act, concerning the preparation of a statement of strategy for the local authority should be referred to during the drafting process.

Role of the corporate plan in the context of new governance arrangements

The corporate plan serves as the local authority's strategic framework for action during the lifetime of the council. The corporate plan should be prepared on the basis of an organisation-wide strategic approach. It is important that the plan is designed to meet the circumstances of the individual organisation whilst preserving flexibility in order to meet the demands of a changing environment. These guidelines are intended to assist local authorities in the preparation of their corporate plans.

Local government is "the main vehicle of governance and public service at local level – leading economic, social and community development, delivering efficient and good value services, and representing citizens and communities, as effectively and accountably as possible" and the corporate plan will, accordingly, play a key role towards realisation of that vision. Key requirements in relation to the role of the corporate plan in the context of governance and service delivery requirements under the 2014 Reform Act are outlined under.

The value of the corporate planning process will be determined particularly by the quality and breadth of the strategic planning undertaken in its preparation and the effectiveness with which the adopted plan is used to direct the business processes and drive the performance of the authority through the lifetime of the council, especially through related processes such as annual service delivery planning and the ongoing development of performance measurement and management. Consequently, any major changes in strategic direction envisaged should be reflected in revisions to the Corporate Plan as and when such changes arise. Under Section 134(8) of the Local Government Act 2001, the local authority may at any time decide by resolution to review its corporate plan

Timelines

As per section 134(1) of the Local Government Act 2001, within the specified period (6 months from the date of the 2019 annual meeting), every local authority shall prepare a statement of strategy for the local authority. As per section (4) (a), it is the responsibility and the duty of the Corporate Policy Group and of the Chief Executive to take all such steps as are necessary to ensure that the corporate plan is submitted to the elected council for approval within the specified period.

Key recommendations

As per section 134(6) of the 2001 Act, the corporate plan shall be prepared on the basis of an organisational wide strategic approach encompassing the various activities of the local authority concerned, including activities relating to function of the municipal district members for each municipal district.

The corporate plan should be prepared on an inclusive basis, involving consultation with internal stakeholders within the local authorities, and external stakeholders such as the social partners at local level, community, voluntary and environmental interests and other public bodies operating locally.

Local authorities should identify a limited number of strategic objectives that they wish to deliver on during the timeframe of the plan – these objectives will translate into more detailed supporting strategies and activities to be identified in the annual service delivery plans. When drawing up the objectives for the corporate plan, cross cutting issues such as social inclusion, equality, human rights, climate change mitigation and adaptation objectives and sustainable development must be kept in mind, as should issues of quality service and community leadership.

Corporate plans should have regard to resources available to the local authority (as well as the constraints on these) to deliver on the objectives established within the Corporate Plan.

Local authorities should ensure that corporate plans are in line with its statutory obligation under Section 42 of the Irish Human Rights and Equality Act 2014 to eliminate discrimination, protect human rights and promote equality of opportunity (Public Sector Equality and Human Rights Duty). Section 42(2)(a) of the IHREC Act 2014 requires local authorities to set out in its corporate plan an assessment of the human rights and equality issues it believes to be relevant to its purpose and functions and detail the policies, plans and actions in place or proposed to be put in place to address those issues. [1]

It is Government policy under the Transforming Lives programme in relation to people with disabilities to support them to live ordinary lives in ordinary places in the mainstream community. The Government has ratified the UN Convention on the Rights of Persons with Disabilities, which commits Ireland to provide accessible environments (Article 9); to support people with disabilities to live in the community (Article 19); and to support their participation in cultural life, recreation, leisure and

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[1] The Irish Human Rights and Equality Commission has published a guidance Implementing the Public Sector Equality and Human Rights Duty (March 2019) which contains the key steps local authorities can undertake to comply with their statutory obligation under Section 42 of the IHREC Act 2014, available at www.ihrec.ie

sport (Article 30). Local authorities have a key role to play in delivering accessible environments and facilities, in fostering disability-friendly communities, and in ensuring housing for people with disabilities is an integral part of mainstream housing efforts.

Corporate Plans should involve a migrant perspective. A number of Government Departments (the Office for the Promotion of Migrant Integration in the Department of Justice and Equality, the Department of Housing, Planning and Local Government, the Department of Rural and Community Development and the Local Government Management Authority) are working closely together in the promotion of integration at a local level, which will also involve local authorities. Corporate plans should reflect this.

Consultation, Implementation, monitoring and performance measurement

Staff at all levels and across different services should be consulted and appropriate mechanisms should be developed to secure cross-department input and ownership.

In the first instance, local authorities should consult formally with the Corporate Policy Group, Strategic Policy Committees (SPCs) and the Local Community Development Committees. The representatives on these bodies are drawn from a wide range of interests in the area, including community and voluntary, business and environmental interests, local economic development agencies, regional assemblies and public service providers operating locally. Local authorities should also consult with the Public Participation Network, which has been established as the primary structure for communities to engage with local government policy and decision-making. In cases where individuals and particular groups are not included in these structures, their representative bodies should be consulted.

Where special economic fora have been established to engage business leaders and other relevant interests with the local authority economic development role, consultation with these fora on the corporate plan would also be useful.

The early involvement of the elected members through the Corporate Policy Group will harness elected members' knowledge of the interests and needs of the customers of the local authority. It will also enhance the role of the elected members by providing direct input into strategy formation and involve elected members so that they can give the corporate plan consideration when the council is adopting it.

The local authority annual report should report on the implementation of the corporate plan, through a summary progress report, which should also address any relevant reports by the National Oversight and Audit Commission (NOAC) arising from its evaluation of the implementation of the Corporate Plans.

The plan should indicate the protocols or arrangements for monitoring progress towards achievement of the objectives of the corporate plan. It is suggested that such methodologies should reference current baseline service provision levels and the targets set by the local authority in their annual service delivery plan to provide incremental evidence of service delivery and performance.

In view of its role in relation to the annual service delivery plans, the corporate plan should provide relevant high-level data in relation to current performance of key functions and services. Accordingly, local authorities are requested to identify

specifically in the new corporate plan relevant baseline measures, based on the most recent data available, of the current actual position in relation to each of the key objectives identified in its core functional areas. The purpose of this is to establish a common and accepted baseline of high level, output-/outcome-focused data across all local authorities. In many cases, appropriate metrics should already be in existence. If not within the existing suite of service indicators, possibly elsewhere in existing reporting arrangements at sectional or divisional level in local authorities.

This high-level output-focused data should be presented as an appendix to the corporate plan and can be utilised as a conduit between the overarching corporate plan and the more detailed level annual service delivery plan reporting mechanism. A template containing a non-exhaustive list of possible baseline metrics is set out at Appendix 2.It is emphasised that the baseline metrics suggested are not necessarily exhaustive and that the type of activities that may warrant inclusion may vary somewhat between areas (e.g. from city authorities to more rural counties). Authorities are, accordingly, to add further items with a view to ensuring a representative spread of appropriate data items for each main service area. In doing so, it is important to bear in mind that the type of metric to be included must describe output/outcome rather than input and must be contextual. For example, it could be related to a relevant yardstick such as population or number of households or other relevant quantum. This data is intended to quantify factually the current position (e.g. by reference to the most recent period), rather than set a pre-determined performance target to be measured against.

Quantitative and qualitative measures to assess the impacts of funding programmes from central Departments that are delivered through local authorities should be given consideration. In particular, in the context of investment, measures relating to the impact of investment under the Project Ireland 2040 rural regeneration programme (Rural Regeneration and Development Fund, Town and Village Renewal Scheme, Outdoor Recreation Infrastructure Scheme, CLÁR and LEADER) as well as community development programmes (CSP, SICAP) should be included.

Annual service delivery plan

Under the 2014 Reform Act, a key purpose of the corporate plan is to provide a framework within which annual service delivery plans are formulated.

Section 134A of the 2001 Act (as inserted by Section 50 of the 2014 Act) requires that local authorities prepare annual service delivery plans which set out in greater detail the activities to be undertaken across all key function areas to deliver on the corporate plan's objectives. The annual service delivery plan, inter alia, identify the services to be provided and the standards to which they are to be delivered, monitored and evaluated so as to ensure that objectives for the optimum delivery of services is achieved. It provides a methodology whereby local authorities can gauge and be gauged on their own year-on-year performance.

The corporate plan should set out the role of the service delivery plan in translating/grounding the objectives of the corporate plan into more detailed supporting strategies and actions which link with annual departmental activities. The service delivery plan should also be linked to the budgetary process, the performance management and development system, and relevant service/performance indicators,

aligning over the lifetime of the corporate plan with NOAC's performance indicators, to the extent possible in the context of their evolution from year to year.

Role of NOAC

A function of NOAC is to monitor the adequacy of the corporate plans and to evaluate their implementation (section 126C (1)(g) of the 2001 Act). Accordingly, when the corporate plan is adopted, a copy should be forwarded to the NOAC secretariat to facilitate the Commission's review of the adequacy of the plan. The plans should be submitted electronically to NOAC at info@noac.ie .

Service level agreements

Service level agreements entered into by the local authority should be referenced appropriately in the corporate plan, as adherence to these will be subject to evaluation by NOAC. Local Authorities should ensure they adhere to all obligations. For example, public bodies are bound by Section 42 and are therefore responsible to ensure that equality and human rights obligations equivalent to the Public Sector Equality and Human Rights Duty are included in agreements with contractual partners.

Municipal districts

Section 134(6) of the Act (as amended by the 2014 Act) requires that "the corporate plan shall be prepared on the basis of an organisational wide strategic approach encompassing the various activities of the local authority concerned, including activities relating to functions of municipal district members for each municipal district". The statutory functions of members at municipal district level are set out in section 131A of the 2001 Act (as inserted by section 21(3) and 21(4) of the 2014 Local Government Reform Act), the Local Government (Performance of Reserved Functions in Respect of Municipal District Members) Regulations 2014 and the Ministerial guidelines which issued as an appendix to circular LG 10/2014 F:\localgov\COMMON_C\CIRCULARS\Circulars 2014\LG 10 - 2014 LG (MD Functions) Regs 2014.pdf.

The municipal district system is an important dynamic to local government, involving an enhanced statutory decision-making role for the elected members, particularly in deciding on programmes of maintenance works and related expenditure across the various services in the district through the adoption of the annual schedule of municipal district works following from the local authority budgetary process.

The corporate plan will, accordingly need to be adequately informed by district considerations, to take account of arrangements and activities to support the performance of functions of members at district level, and to ensure that these are adequately aligned with overall local authority policy and strategy, as required by the regulations.

Statutory Plans and Strategies

Section 134(7) of the Local Government Act 2001 requires that local authorities, when preparing their corporate plan, should take account of the policies and objectives set out in any other statutory plans, statements or strategies. Reference should be made to some of the key plans and strategies in the section of the corporate plan dealing with the operating environment. However, it should be noted that statutory plans and strategies tend to be much more explicitly linked to the content of the local authorities annual service delivery plans, which are more detailed and are a tool for implementing the objectives of the corporate plan.

The Department of Housing, Planning and Local Government's current strategy statement (2016-2019) sets out the underlying and sectoral goals for the Department. These goals reflect government policy and, in particular, set the parameters guiding the Department's policy towards local government, including funding of major programmes. It is important that local authorities ensure adequate linkage and continuity of policy between the Department's goals and those set locally.

Local authorities should therefore consult the Department's strategy statement during preparation of their plans. National policy in other areas, such as roads and transportation (Department of Transport, Tourism and Sport), community development and local development (Department of Rural and Community Development), energy and climate action (Department of Communications, Climate Action and Environment) and other relevant Departments should also be taken account of.

Section 37 of the Garda Síochána Act 2005 places a statutory obligation on local authorities, when performing their functions to have regard to the importance of taking steps to prevent crime, disorder and anti-social behaviour within their areas of responsibility. Therefore, consideration should be given to how this statutory obligation might be reflected in corporate plans.

Policy matters to be reflected in corporate plan

As per Section 134(7) of the Act corporate plans should link closely with, and be consistent with, other relevant processes and policy instruments such as the budgetary, performance management and development, and business planning processes, and with strategies or policies relating to the various local authority functional areas. It is not the purpose of the corporate plan to repeat material in such documents but rather to place their main elements in the context of the organisation as a whole and its overall priorities, arrangements and activities. Policy-related requirements arising from the 2014 Act are referred to under.

1) *Local Economic and Community Plan*
   The Local Economic and Community Plan (LECP) is a key action-focused policy instrument underpinning the enhanced local government role in economic development, community development and local development, developed jointly by the new Strategic Policy Committee for Economic Development and Enterprise and Local Community Development Committees

   Accordingly, the corporate plan should be informed by, and consistent with, the high-level objectives of the LECP, including in particular, measures to tackle

poverty, disadvantage and social exclusion. The Local Authorities should commit to developing a measurement framework or link back to the objectives in the LECP. The LECP Advisory Steering Group, which comprises members drawn from the SPSPC for Economic Development and Enterprise and LCDC, would be an appropriate mechanism for coordinating consideration and input in this regard.

2) ***Policy on matters not addressed in other local authority instruments***
Section 49 of the 2014 Act, subsection (6) (ea) in section 134 of the 2001 Act, states that the policy of the local authority in relation to any functions, services and priorities for expenditure which are not already set out in any other local authority plan, statement, strategy or other document, should be included in the corporate plan. The purpose of this requirement is to ensure, in the context of strengthening the governance role of the elected council, that the latter's policy role applies comprehensively across all functions and services of the local authority.

3) ***Policies and objectives of Government and Ministers***
Local authorities are also required to take account of policies and objectives of the Government and Ministers. An indicative list of current items which may be of relevance in this regard is provided at **Appendix I**. It would be appropriate to outline broadly in the corporate plan significant aspects of local authority activities of relevance in delivering on such policies or objectives at local level.

Content and structure of the corporate plan
Details regarding the composition of robust and achievable corporate plans are contained in section 134 of the 2001 Act. The following matters should also be taken into account when preparing the new corporate plan:

1) ***Local government mission and core principles***
The corporate plan should clearly state:
   • the principal activities of the local authority;
   • the objectives for the local authority over the five-year period and the strategies for achieving these objectives;
   • the manner in which the authority proposes to assess its performance in respect of each objective and supporting strategies, taking account of the need to work towards best practice in service delivery;
   • the human resources activities (including training and development and mentoring) to be undertaken for the elected council and the staff of the local authority;
   • the principles of social inclusion, equality, human rights, climate action and sustainable development which should be apparent in the local authority mission statement,
   • the organisational structure of the local authority, both elected council and staff, including corporate support and information technology; and
   • the organisational changes and improvements proposed to promote efficiency of operation, to improve customer service and in general to support the corporate plan. In relation to customer service, some specific metrics could be developed to monitor and measure progress.

2) *Operating environment*

This element of the corporate planning process enables the local authority to take account of current external and internal factors impacting local authority objectives, activities and performance, informed by relevant up-to-date data. The potential of shared services to optimise the efficiency of the organisation and the effectiveness of customer service should be fully explored as part of the corporate planning process, including engagement with the Programme Management Office on further projects with potential to achieve savings and efficiencies. Similarly, the potential of online service provision, including the effective use of modern technologies, social networking, mobile apps and Geographical Information Systems (GIS) in an interactive manner with the public, and low cost web-based solutions, should be fully explored, having regard to the Local Government ICT Strategy Implementation Plan and the local authority's own Local Digital Strategy. Consideration should also be given to possible technologies to improve services for the elected members (CRM systems, digitised services etc.).

Corporate Plans should include actions to achieve the objectives of the Public Service ICT Strategy. The Strategy identifies 5 key objectives aimed at providing a framework for technology innovation and excellence in the Public Service. The focus is on better sharing and integration of technology infrastructure; continued and improved digitisation of government services to citizens; facilitating lawful sharing of data; improving governance; and improving the ICT resource levels and skillsets across the Public Service.

With regard to the internal environment, the plan should take account of new developments or initiatives within the local authority since adoption of the last corporate plan. It should, at a minimum, reflect specifically on developments arising as part of the ongoing process of development and reform of local government, including the enhanced economic, community and local development functions. The corporate plan should detail progress during the last planning period as well as the local authority's proposals to develop and support these functions for the period to the end of the planning period in 2024. Local authorities are also encouraged to identify new developments and initiatives that are particular to their own administrative area.

It is recommended that a rigorous and comprehensive risk assessment be carried out as a means of ensuring that all potentially relevant issues related to the external and internal operating environment can be comprehensively identified and adequately addressed in the context of the corporate plan. It is essential that local authorities have set out the flexibility to re-allocate resources in this situation. Plans should set out related input costs to outputs. Consideration should be given to both short-term financial results and longer-term value creation.

Many incidences of building failures and severe non-compliance with Building Regulations have come to light over the past decade. The economic and personal consequences of these have been very significant on our citizens. In response, a robust and focused Building Control Reform Agenda has been advanced. Initially focussed on amendments to the Building Control

Regulations (S.I. No. 9 of 2014); to clarify the roles, strengthen the procedures and establish a chain or responsibility for all those involved in designing and constructing buildings, starting with the building owner.

In parallel, to improve the effectiveness of the oversight and governance of the Building Control System, a National Building Control Office has been set up to oversee and strengthen the Building Control Function in local authorities as a shared service within Dublin City Council. These reforms have already brought, and will continue, to bring a new order and discipline to bear on construction projects, creating an enhanced culture of compliance with the Building Regulations, and ensure adequate enforcement of the Construction Products Regulation and Energy Performance of Buildings Directive.

Corporate Plans should include reference to a Building Control Operational Plan and outline how an effective and efficient Building Control service will be delivered by the Local Authority

3) **Structure and terminology**
Aspects of the corporate plan such as structure and terminology are primarily matters for each local authority and prescriptive requirements are not being set out in that regard. However, the need to ensure clarity and consistency (within, and as far as possible between authorities) would be welcomed. It is suggested that a hierarchy of "Objectives" and "Supporting Strategies", would provide a useful structure to maximise clarity and consistency. It is envisaged that these will, in turn be reflected in the annual service delivery plans at an appropriately greater level of detail, with corresponding performance metrics and elaboration of "actions" to implement the strategies and achieve the objectives of the plan. In this way, the corporate plan should act as a broad framework for local authority service delivery, for performance management at individual and team level, and for performance measurement and reporting, that will be the subject of scrutiny by NOAC.

4) **Internal capacity, resources and information on costs of services**
The objectives in the corporate plan must be determined having regard to resource requirements (human and financial) and availability and in that context, decisions should be made regarding re-allocation of resources or re-prioritisation of objectives, where necessary. This is an essential element of <u>effective</u> strategic planning underlying the formulation of an <u>effective</u> corporate plan. Corporate plans should explicitly identify the human and financial resources required to achieve the plan objectives.

The costs of providing particular services should be identified through the financial management system. Value for money reviews and audits should also assist this process by assessing expenditure programmes in local authorities. This will enable authorities, particularly through the role of the Audit Committees, which are on a statutory footing, to relate input costs to outputs and provide a more rational and informed basis on which to make decisions for allocating available resources in the light of the priority areas identified.

Progress reporting, adaptation and review of the plan

In addition to existing reporting arrangements, details in the corporate plan objectives as set out in the local authority's annual report should reference progress against relevant commitments/targets outlined in the local authority annual service delivery plan. Reporting on significant progress in relation to corporate plan objectives should also be included in the monthly management report to be provided by the Chief Executive to the elected council as required by section 136 of the 2001 Act, as amended by section 51 of the 2014 Act. Both the annual progress report (as required under existing guidelines) and the monthly management report are the appropriate vehicles to signal any changes in direction or emphasis and any amendment to the plan which may be necessary. Any changes to the corporate plan as identified in the annual progress report can be reflected in subsequent annual service delivery plans.

Section 42 (2) of the Irish Human Rights and Equality Commission Act 2014 requires that public bodies report on developments and achievements on the Public Sector Equality and Human Rights Duty in a manner that is accessible to the public. This includes setting out in its strategic plan why specific issues need to be addressed and reporting in its annual report how issues have been addressed, or plan to be addressed, and outcomes as a result.

A review procedure for the corporate plan is provided for in section 134(8) of the Local Government Act 2001 and the intention of the council to undertake such a review should be referenced in the Corporate Plan. This review should also have regard to any recommendations made by the NOAC in respect of the adequacy of Corporate Plans, either on a sector-wide or individual basis. Previous NOAC reports should be consulted in this instance (http://noac.ie/noac-reports/).

APPENDIX I

Appendix 1 - INDICATIVE LIST OF STRATEGIES/PLANS INFLUENCING LOCAL
GOVERNMENT ACTIVITIES

This (non-exhaustive) list is indicative only, and local authorities may wish to refer to other

relevant documents.

National/EU

A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025 (to be
published 2019)

Brighter Outcomes Better Futures: The national policy framework for children and
young people 2014-2020

Climate Action Plan 2019 to Tackle Climate Disruption (2019)

DCCAE: National Cyber Security Strategy https://www.dccae.gov.ie/en-
ie/communications/topics/Internet-Policy/cyber-security/national-cyber-security-
strategy/Pages/NCSC-Strategy.aspx and current consultation
https://www.dccae.gov.ie/en-ie/communications/consultations/Pages/2019-National-
Cyber-Security-Strategy.aspx

DCCAE: National Digital Strategy https://www.dccae.gov.ie/en-
ie/communications/topics/Digital-Strategy/Pages/default.aspx

DEBI Innovation 2020 https://dbei.gov.ie/en/Publications/Publication-files/Innovation-
2020.pdf

Digital Single Market https://ec.europa.eu/commission/priorities/digital-single-
market_en

eGovernment Strategy https://egovstrategy.gov.ie/

EU 'Floods' Directive

EU Strategy on Adaptation to Climate Change

European Flood Awareness System (EFAS)

Flood Risk Management Plans and Maps produced under National CFRAM
(Catchment Flood Risk Assessment & Management) programme (floodinfo.ie)

Guidelines on the Planning System and Flood Risk Management

Marine Planning Policy Statement (to be adopted Q3 of 2019)

Met Eireann strategic plan 2017-2027 https://www.met.ie/about-us/strategy

National Adaptation Framework (2018)

National Broadband Plan

National Development Plan

National Flood Forecasting and Warning Service (date from monitoring stations -
waterlevel.ie)

National Heritage Plan - Heritage Ireland 2030

National Housing Strategy for People with a Disability (NHSPWD)

National Marine Planning Framework (to be adopted by end 2020)

National Planning Framework 2040 http://npf.ie/

National Social Enterprise Policy for Ireland 2019-2022

National Traveller and Roma Inclusion Strategy 2017-2021

National Vacant Housing Reuse Strategy

Open Data https://www.gov.ie/en/organisation/department-of-public-expenditure-and-
reform/?referrer=/wp-content/uploads/draft-open-data-strategy-2017-2022.pdf/

Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities

Our Public Service 2020 (with particular reference to actions relating to Public Participation Networks and Local Community Development Committees).
https://ops2020.gov.ie
People, Place and Policy – Growing Tourism to 2025 and the associated Tourism Action Plans
Policy on Property Acquisition and Disposal
Protocols on Transfer and Sharing of Property Assets
Public Sector Energy Efficiency Strategy
Public service Data strategy https://www.osi.ie/news/public-service-data-strategy-2019-2023/
Public Service ICT Strategy
Rebuilding Ireland
Renewable Electricity Policy and Development Framework (REPDF)
River Basin Management Plan for Ireland 2018-2021.
Rural Development Policy 2020+ Next phase
Strategy for the Future Development of National and Regional Greenways
Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland (to be published 2019)
The National Language Strategy 2010-2030
https://www.chg.gov.ie/app/uploads/2019/04/action-plan-1-2018-2022-1.pdf
The National Oil Spill Contingency Plan (DTTAS) (due for publication Sept 2019)
The National Search and Rescue Plan (DTTAS) (due for publication July 2019)
Water Services Policy Statement 2018-2025.
Wind Energy Development Guidelines (WEDGS)

Regional
ERDF Operational Programmes 2014-2020
Flood Risk Management Plans and Maps including relevant local plans (floodinfo.ie/publications/)
Regional Spatial and Economic Strategies
Shannon Flood Risk State Agency Coordination Working Group

Local
Draft Cork Metropolitan Area Transport Strategy
Enforcement of Energy Performance of Buildings Directive
Forthcoming Limerick and Waterford transport strategies
Framework for Building Control Authorities – Ensuring effective Building Control administration, inspections and enforcement
Galway Transport Strategy
Local Children and Young People's Plans (CYPSC)
Local Climate Change Adaptation Strategies
Local Digital Strategies
Market Surveillance of construction products (S.I. No. 225 of 2013) under Construction Products Regulation EU No. 305/2011
NTA Transport Strategy for the GDA

Appendix 2 – Suggested Non-Exhaustive List of Baseline Data
(Indicative only - Intended to support the broader strategic goals contained in the corporate plan and should be added to/modified as appropriate to each local authority)

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Fire Services and Emergency Management	• To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	• To identify and manage risk and to prepare to respond to emergencies in accordance with the Framework for Major Emergency Management • To provide a prevention, protection and response fire service, matched to locally identified fire risk, in accordance with national guidance • Performance in relation to prevention, protection and response as set out in national norms and standards	• Cost of Fire Service per capita • Time taken to mobilise fire brigades in respect of fire / other emergency incidents • Percentage of cases in respect of fire / other emergency incidents in which first attendance is at the scene within; ➢ 10 mins ➢ 10-20 mins ➢ after 20 mins	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Road Transportation and Safety	• Improvement and restoration of the regional and local road network and the structural quality of roads for which the local authority is responsible (ref Department of Transport, Tourism and Sport (Circular RW 21/2014) • Ensuring climate resilience	• Maintenance of History of Pavement Works; Road Pavement Surface Inventory & Surveys (Mechanical & Visual) • Pavement Surface Condition Index (PSCI) ratings for regional, local primary, and local secondary roads	• Current ratings provided in the Pavement Surface Condition Index (PSCI)	
Finance	• Maintain moderate debt levels over the medium term • Liquidity levels to be sufficient	• Provide for repayment of loans payable • Rolling cash flow forecast • Budget as adopted to be sufficient to meet the expenditure arising in the year • Income collection	• Value of LA loans to other Bodies that are in arrears for more than 90 days • 5 year summary of revenue a/c balance • 5 year summary of % collection levels on major revenue sources	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Water Services	• Optimum level of operation of public water services	• Service Level Agreement (SLA) between local authorities and Irish Water	• Unaccounted for Water as a % of total volume of water supplied under supply schemes that the local authority is responsible for • % of drinking water in compliance with statutory requirements (both Public and Private schemes)	
Waste Management	• Sufficient waste collection services and facilities in place	• Waste collection licences awarded (through NWCPO) within each local authority area • Grants for waste recycling facilities (provided through Environment Fund)	• Number of licensees operating in their area (to provide adequate competitive services) • % of households accessing multiple bin service collection	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*

Environment	• Ensure a high-quality environment and take early action to protect it.	• Environmental objectives in land use plans
		
		• Adherence to SEA and EIA in relation to plans, projects and developments
		
		• National Litter Monitoring Pollution Results
		
		• National Oil Spill Contingency Plan (DTTAS) (due for publication Sept 2019)
			• No of complaints lodged with EPA -Office of Environment Enforcement (OEE)
			
			• % of Non-EPA (OEE) environmental complaints investigated that were closed where no further action was necessary.
			
			• Percentage of areas in the local authority that are;
			  ➢ unpolluted (i.e. litter-free)
			  ➢ slightly polluted with litter
			  ➢ moderately polluted with litter
			  ➢ significantly polluted with litter	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Climate Action	• Reducing greenhouse gas emissions and building resilience to the impacts of climate change	• Develop and implement policies that reduce greenhouse gas emissions and climate resilience to the impacts of climate change at local level. • Develop and implement policies that mainstream climate action objectives across all local government functions	• Tonnes of carbon abated per € of expenditure • Percentage reduction in local authority's total greenhouse gas emissions • Percentage of areas in the local authority area that are at significant risk from the impacts of climate change	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Homelessness	• Addressing homelessness	• Provide and oversee the delivery of homeless accommodation and related services in the context of Rebuilding Ireland Action Plan for Housing and Homelessness	• Number of adult individuals considered to be long-term homeless as % of the total number of adult individuals either using emergency accommodation or sleeping rough in a given period • The number of adult Individuals, families and their dependants accessing emergency accommodation over the course of a certain week every month. • The number of households who exit emergency accommodation to a tenancy on a quarterly basis.	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Housing	• Deliver social housing to meet identified needs • Increase social housing construction in order to deliver built units • Build on better utilisation of existing stock to increase the availability of units available for social housing • Rollout of Housing Assistance Payment Scheme (HAP) • Deliver sufficient and appropriate housing for disabled persons	• Rebuilding Ireland • Housing Services Plan (local) • Land Use Strategy • National Funded Programme for Vacant Stock • Housing First National Implementation Plan 2018-2021 • Deliver on the Housing and Disability Steering Groups five year plans	• Combined total number of dwellings provided and data for each delivery type should be presented separately (i.e. through direct provision + RAS + HAP+ leasing etc) • Maintenance cost for direct provision housing (= Total maintenance spend / Total no. of Direct Provision Dwellings) • % of private rented tenancies inspected • % local authority housing vacant ; Number of Voids • Average re-letting time & cost • Achieve targets for the provision of suitable housing for people with disabilities nationally • Number of grants paid	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Economic Development *(Additional Operational Baseline Metric to be inserted on adoption of LECP)*	• To promote entrepreneurship foster business start-ups and develop existing micro & small businesses • To drive job creation and to provide accessible high quality supports for new business ideas	• Use a range of measures and supports working in collaboration with other public and/or private organisations that support enterprise development through the use of the Local Enterprise Development Plans (LEDP)	• Economic Impact - Number of jobs created • Financial Activity – Number of grants approved • Training – Number of participants on Start your Own Business Courses	
Library Service	• .Developing a well-resourced public library service that contributes to the social, economic and cultural well-being of communities	• *Our Public Libraries 2020*	• Average weekly opening hours • Active membership per head of population • No. of visits to libraries per head of population • No. of issues per head of population •	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Planning	• To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	• Adopt and implement quality development plans consistent with regional and national policies • Implement Ministerial policy direction on enforcement • Monitor compliance of conditions associated with grants of planning permission • National Planning Framework under Project Ireland 2040	• % of planning enforcement cases closed (against the number of cases that were investigated) • % of applications where the decision was confirmed (with or without variation) by An Bord Pleanala • Buildings inspected as a percentage of new buildings notified to the local authority • Cost of the Planning Service per capita	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Building Control	• To ensure safe and sustainable buildings in urban and rural areas	• Framework for Building Control Authorities • Monitor compliance with the Building Regulations and Building Control Regulations • Monitor compliance with the Construction Products Regulation • Monitor compliance with the Energy Performance of Buildings Directive	• Building Control activity in line with criteria defined by the National Building Control Office and NOAC • Cost of the Building Control Service per capita	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
(Community) Social Inclusion and Community Activation Programme (SICAP) **2018 - 2022** *(Additional Operational Baseline Metric to be inserted on adoption of LECP)*	• To reduce poverty, promote social inclusion and equality through local, regional and national engagement and collaboration	• Putting People First • Report on Citizen Engagement • To support and resource disadvantaged communities and marginalised target groups to engage with relevant local and national stakeholders in identifying and addressing social exclusion and equality issues • To move them closer to the labour market and improve work readiness, and support them in accessing employment, self-employment, and creating social enterprise opportunities.	• Number of Groups associated with the PPN • Number of individuals from the most marginalised SICAP target groups who are nominated to LCDC membership via the PPN structure and who take up their positions on the Committees. • • The agreed KPIs for the two programme goals, Supporting Communities and Supporting Individuals, are met	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Citizen Engagement/ Public Participation Networks (PPNs)	• To enable the public to take an active formal role in policy making and oversight committees of the local authority	• Report on Citizen Engagement • SLA/MOU between LA and PPN • Provision of dedicated funding at national and local level. • Consultation with children and young people in line with guidance from the Department of Children and Youth Affairs and in line with equality and diversity requirements	• No of PPN member groups • No of LA consultations issued to PPN • No of LA consultations carried out via the PPN as main vehicle • No of LA Boards/Committees in which community representation is facilitated through PPN • No of training days for LA staff and elected members in public participation and the PPN	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Tourism	• To support the sustainable development of tourism	• National Tourism Policy and Action Plans • LA Tourism Strategy • LA Tourism Officer Capability Programme • Regional Festivals and Events Programme	• Revenue from tourism (per Fáilte Ireland) • No. of tourism events/projects supported	
Water Safety	• To ensure safety for users of aquatic environments	• Provision and maintenance of safety equipment on rivers, lakes and beaches • Provision of lifeguard services where and when required	• Inspection of water safety equipment and replacement as necessary • Number of areas with trained lifeguards on duty • Number of days per annum of provision of lifeguards	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Corporate	• Optimum management of resources within the local authority • Development of ICT based customer friendly initiatives • Compliance with the statutory obligation to eliminate discrimination and promote equality and protect human rights under Section 42 of the Irish Human Rights and Equality Commission Act 2014 • Provide robust business management, risk management, procurement, audit and corporate governance structures and systems in compliance with statutory obligations including under: • FOI Act • GDPR • Official Languages Act • Protected Disclosures Act	• Workforce Plan • Annual Budget • Putting People First • E-Government Policy • Training programme for staff • Awareness campaigns	• Total Number of WTEs • WTEs per capita • % of Working Days lost to Sickness (certified / uncertified) • Average no. of Training Days per WTE • Number of Page Visits to the local authority website • Percentage of motor tax transactions dealt with online • Overall cost of ICT provision per WTE • Elimination of complaints • Awareness of all staff • Annual Reports	