



Comhairle Cathrach
& Contae **Luimnigh**

Limerick City
& County Council



CORPORATE PLAN

2019-2024





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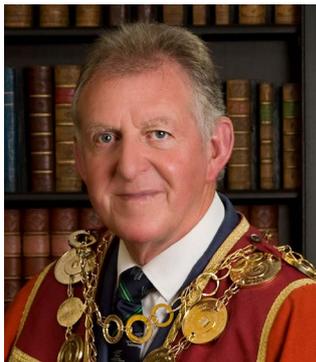
1. MAYOR & CHIEF EXECUTIVE FOREWORD



Dr. Pat Daly
Chief Executive

Limerick City and County Council's Corporate Plan is a strategic framework for actions over the five years to 2024 and is a central component of our business architecture, linking policy, organisational activity, governance, performance management and actions.

The many changes we confront as a council and increased citizen expectations pose significant challenges to the organisation. This will continue in the lifetime of this Plan. We believe that Limerick City and County Council is ready and well placed to meet our diverse challenges head on and are planning to deliver the best services possible to our population. As a council, we have continued to improve existing services and develop new projects across all service divisions. We will ensure this commitment to improved services is maintained.



Cllr Michael Sheahan
Mayor of the City and
County of Limerick

We have a proven track record of success over the last five years since the establishment of Limerick City and County Council and have achieved recognition for many projects that have delivered on the strategic priorities identified in the 2014-2019 Corporate Plan. We must continue this progress, while being mindful of the resources available to us and we must not become complacent because of what we have achieved so far.

A bronze statue of a man wearing a cap, leaning forward in a contemplative or working pose. The statue is set against a background of a modern, multi-story building with a grid of windows. The scene is captured in bright daylight. A large, semi-transparent green graphic element is overlaid on the bottom left and bottom center of the image, containing the section header.

2. INTRODUCTION

The 2019-2024 plan has been developed following a broad consultation process involving a range of stakeholders including elected members, external stakeholders and Council employees. Through the vision and leadership of the elected members, management and staff, Limerick City and County Council has put in place the building blocks for an upturn that has transformed Limerick's economic, social and cultural profile. This five year strategic plan consolidates and builds on this success.

While Limerick is a long established and proven location for international business, it is also Ireland's most future focused city and county, committed to innovation and economic growth. As a consequence a dynamic new Limerick has started to emerge over the last five years.

This plan sets out our ambition to make Limerick the driver for the Mid West through positive disruption and innovative citizen engagement. We will continue to build on the renaissance that has unfolded here while recognising that we still have challenges to overcome. The amalgamation of Limerick City and County Council has resulted in one voice and one vision for Limerick. In turn, Limerick City and County Council has done its job in a different way by embracing change and using digital technologies to empower our communities, create better services and accelerate sustainable social and economic growth. This has improved the quality of life for all. Limerick has seen over 17,000 new jobs announced and nearly €2 billion of planned investment since the amalgamation. Initiatives such as the establishment of the Limerick Twenty Thirty DAC, backed by the elected members, demonstrates the Council's innovative and novel way of accelerating growth in Limerick.

Limerick's resurgence has not happened by chance. Like any success, it's been based on smart planning, hard work and collaboration. Our faith in the new Limerick story has seen us become the fastest growing economy in Ireland and the Irish urban success story of the last decade. Limerick City and County Council now seeks to build on this transformation that Limerick has undergone following the biggest single change-management programme in local government history. In setting out this strategy, we recognise that Irish 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 local communities effectively and accountably.

Limerick City and County Council has positioned itself as a proactive organisation to serve the people of Limerick. This Corporate Plan will be the Council's strategic framework for action over its duration (2019-2024). We must ensure that as an organisation and community, we are ready to take advantage of any opportunities that bring a positive and sustainable social, cultural or economic benefit to us. In this regard, the Corporate Plan Aims and Objectives will be aligned with the United Nations's Sustainable Development Goals. The plan will be reviewed and revised as necessary over its lifetime in the context of any major changes in strategic direction, as and when such changes arise.

Limerick is ideally positioned for significant population and economic growth in line with the National Planning Framework. We will continue to benefit from and build on the success of Troy Studios, extend the ambition of the Limerick 2030 Economic and Spatial Plan and develop a series of transformational public realm projects. We will continue our work on the Regeneration and the Housing Development programmes. In turn, we will also help our communities to address challenges in a way that benefits all who live, work, study and invest in Limerick for generations to come. A specific emphasis on Town and Village Renewal will revitalise and rejuvenate our towns and villages. We can look forward to enhanced connectivity through major infrastructural projects.

The focus on the internationalising of Limerick in a post-Brexit environment will continue, particularly through the launch of our new Limerick brand and global eyes will be firmly on the Mid-West as we prepare for the 2026 Ryder Cup.

This Corporate Plan will be supported by more detailed Annual Service Delivery Plans, which will be presented to the Council for consideration and adoption, with or without amendment. The Service Delivery Plans will set out in greater details the activities to be undertaken and in turn will be supported through more detailed Team Plans at functional area level.

This plan sets out a renewed sense of ambition, under the Council's leadership, in Limerick. Our narrative has completely transformed – we are now recognised, globally, as a vibrant place to live, study, play and invest in and this plan will demonstrate the Council's commitment to making Limerick an even better place to live in, to invest in and to visit.



3. ACHIEVEMENTS 2014-2019

The new dawn of a single Limerick Authority was a significant political and governmental demonstration of a new spirit to transform local authorities ensuring our services are delivered in the most cost effective way to our citizens who are at the centre of almost 700 services. There is a renewed sense of ambition in Limerick. The narrative has completely transformed – we are now recognised as a vibrant place to live, study, play and invest in.

The leadership, vision and decision making shown by the elected members during 2019 have supported key strategic enablers and resulted in the creation of strategic delivery vehicles.

- €2.55 billion spent in revenue and capital budgets, €170 million secured in EU funding.
- New Departments: HAP Shared Services Centre, Marketing and Communications, Limerick 2030, Innovate Limerick, Digital Strategy, Urban Innovation, Southern Region Waste Management Office and Business Improvement Department.
- Limerick City and County Council named as Local Authority of the Year 2014 and Council of the Year 2019.

Community

- €50 million for Community projects
- 78,000 Team Clean-Up volunteers
- €684,800 in Environment Improvement grants
- We're Ireland's first Breastfeeding Friendly City
- Ireland's first National City of Culture, providing €17.3m in extra tourism
- 3.9m visitors to our Libraries, Museums and Galleries
- 17% increase in Riverfest attendance
- €5 m invested in City Quays
- €3.4m invested in Great Southern Greenway
- Age Friendly City and County

Housing

- 5,252 Social homes
- 8,496 Social rented tenancies
- 3,595 Granted units
- 317 Part V's agreed
- In excess of 51,000 HAP tenancies managed in Limerick through our HAP centre

Water and Fire Emergency Services

- 6,738 emergency calls
- 300 River Rescue calls
- 125,000 calls processed at Munster Regional Communications Centre
- 2,004 commencement notices validated
- 1,000 inspections
- 965 licenses processed
- 287 new buildings inspected
- €75m expenditure under Service Level Agreement with Irish Water

Physical

- €150m improving 18% of our Road Network
- 4,000 Public Lights upgraded to LED
- 50+ Bridges upgrades
- Consultants appointed to M/N20 Limerick to Cork
- €9m Smarter Travel project completed
- Mungret Park completed
- €100m in Capital Expenditure
- Foynes Flood Relief Scheme completed
- Verdant Place Flood Relief Scheme
- 7,250 Tonnes collected from litter bins
- 200 hectares of grass cutting
- Adare/Foynes Motorway being advanced

Economic

- 17,000 jobs
- €2b investment profile
- 30% increase in planning applications
- €60m in project and programme grant aid secured
- €14m generated in AVE
- 1.1m sq. ft. of enterprise space under construction
- Limerick.ie voted one of the top 25 tourism websites in the world
- €6.5m Horizon 2020 EU funding secured for the first EU Lighthouse Smart City in Ireland
- €1.2m awarded for Living Georgian City
- International economic agreements agreed with Santa Clara/Silicon Valley, Boston, Austin and Hangzhou, China.
- Troy Studios open for business
- The Engine up and running
- Opera Centre/ International Gardens



4. CONSULTATION & ENGAGEMENT

Consultation with internal and external bodies was key in the creation of Limerick City and County Council's Corporate Plan 2019-2024. The Corporate Policy Group, Strategic Policy Committees and the Local Community Development Committee all played an important role in ensuring this plan provided a framework to implement and deliver on the wider strategic goals of Limerick City and County Council. Staff at all levels were asked to contribute

and comment from the earliest drafts with the Staff Liaison Network providing contacts in each internal department to gather views and feedback as the plan progressed. As part of our strategic commitment to transparent citizen engagement, Limerick City and County Council also sought input from members of the public and our wider external partners on our online consultation portal 'My Point', through email and by post.



5. THE ELECTED COUNCIL

COUNTY COUNCIL ARE:

METROPOLITAN DISTRICT OF LIMERICK - 21 MEMBERS

LIMERICK CITY EAST - 7 MEMBERS



LIMERICK CITY NORTH - 7 MEMBERS



LIMERICK CITY WEST - 7 MEMBERS



MUNICIPAL DISTRICT OF NEWCASTLE WEST - 6 MEMBERS



MUNICIPAL DISTRICT OF ADARE-RATHKEALE - 6 MEMBERS

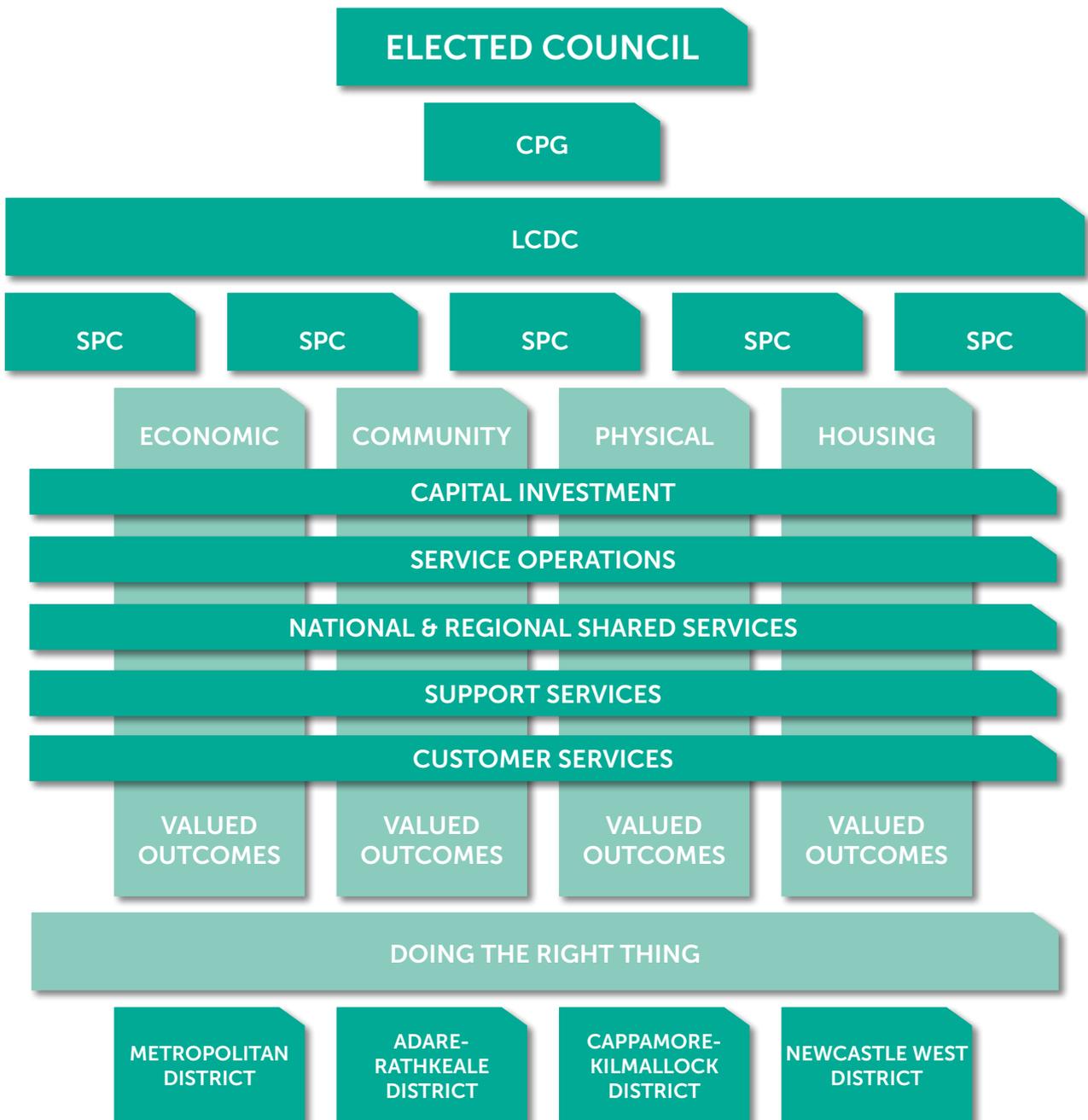


MUNICIPAL DISTRICT OF CAPPAMORE-KILMALLOCK - 7 MEMBERS

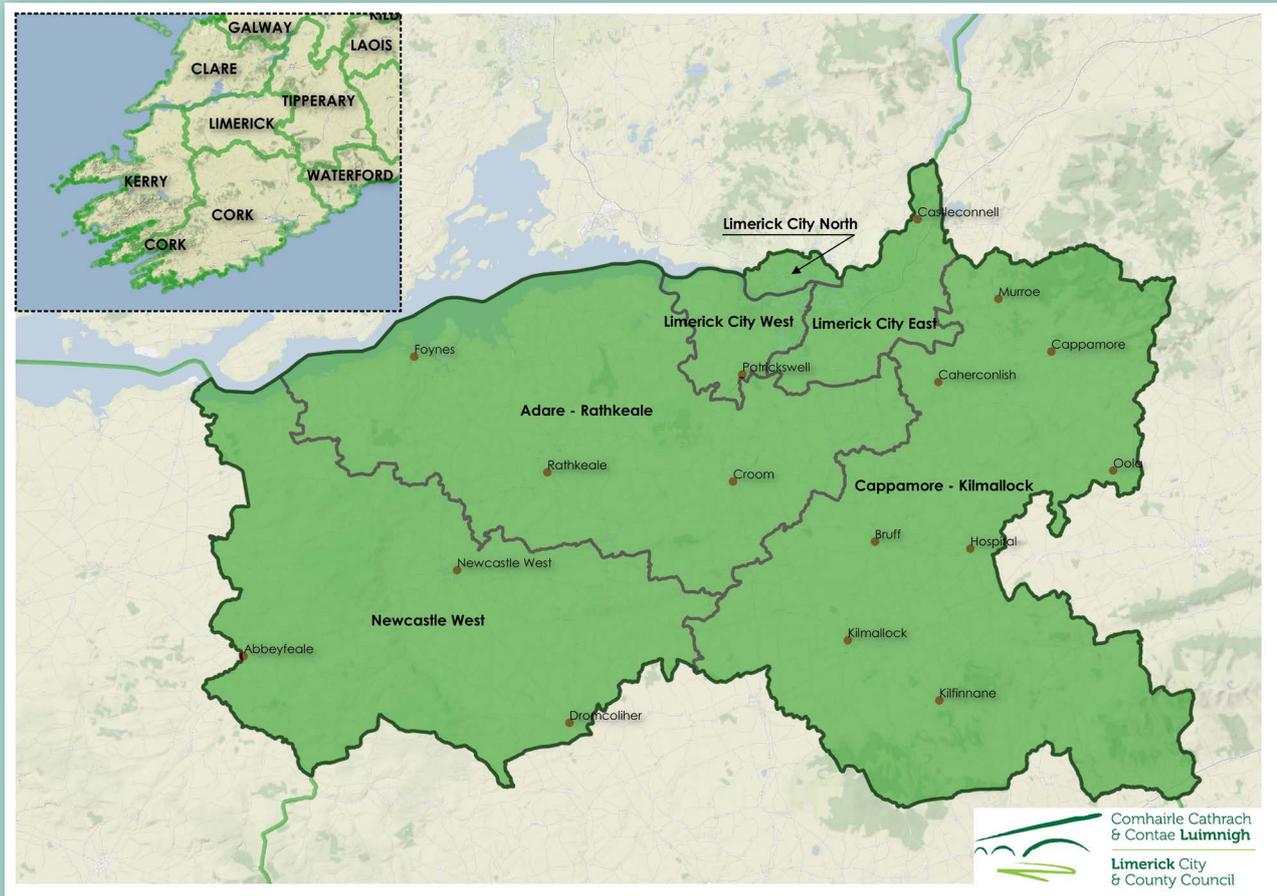


6. ORGANISATIONAL STRUCTURE

LIMERICK CITY AND COUNTY COUNCIL SEPTEMBER 2019



7. OPERATING ENVIRONMENT



The operating environment for Limerick City and County Council is regulated, political, open, transparent and under constant public scrutiny. Even so, it is important to look at some of the things that could affect our ability to deliver our objectives.

External Factors:

Legal

Limerick City and County Council operates in an increasingly complex legal and regulatory environment as a result of consistent changes in, among other factors, EU regulation, national regulatory changes and judicial oversight. We will continue to embrace the challenges arising from such an environment and will manage our capacity to foresee, respond and implement ongoing change in our legal context.

Political

Strategic priorities for the Council have been set out in Government Legislation and Policy and cover a diverse range of areas including Housing, Climate Change, Waste Management, Urban and Regional Planning, Social Inclusion and Economic Competitiveness and other national/regional policy initiatives and programmes. In order to continue providing a diverse and innovative public service, collaboration between the Elected Members and the Executive is key to success. The creation of the position of Directly Elected Mayor will be given effect over the course of this plan. The Council and Management, with the support of the staff, will work to ensure that the transition to an executive mayoral role is delivered without impacting the quality of the Council's services.

Governance and Accountability

Increased emphasis on governance arrangements and the need to demonstrate transparency and accountability in the use of resources will be at the heart of our efforts to ensure an effective and efficient Council. The establishment of the National Oversight and Audit Commission and the application of National Performance Indicators will be key measures to benchmark the performance of the Council relative to other local authorities.

Brexit

Limerick City and County Council faces a number of uncertainties due to Brexit but are focused on ensuring our services are prepared and will be resilient over what will likely be a hugely disruptive event. The approach will consider all our plans and programmes through the lens of Brexit, proactively mitigating against the worst impacts of Brexit and capitalising on any opportunities. We will maintain close contact with Government and relevant departments and other key partners to ensure that our services are not disrupted and that the City and County is positioned to maximise the opportunities coming from Brexit while also minimizing the negatives effects.

The Council, through its Local Enterprise Office is working with the business community to prepare for the implications of a hard Brexit. Specific training courses (e.g. Brexit Customs Training) and Brexit mentorship to individual companies are being provided on an ongoing basis. Strong business relationships have been built up between the Council and various Irish/UK trade bodies (British Chamber of Commerce (Ireland), Irish International Business Network, British Embassy and the UK Dept of Trade). Through these networks the Council and Limerick based companies have participated in trade missions to the UK during the past 3 years. The Council will continue building such links over the course of this Plan.

Internal Factors:

Staff

As a local democratic body, we recognise that staff are a key element in implementing the objectives of this Plan. Therefore, a highly skilled workforce supported by continuous learning and development and ongoing workforce planning will be required to deliver on the strategic objectives outlined in this plan. We are fully committed to ensuring that staff are enabled to continue to contribute to and deliver on the objectives and should future proof the organisation for ever changing requirements arising from an ageing and more diverse population.

Financial Management

Since Limerick City and County Council came into existence on 1 June 2014, we have, through key budgetary decisions made by our Members enabled and accelerated the growth of a renewed, unified Limerick, a Limerick with a bright future. The need to exercise prudence in managing our finances, to maximise all revenue streams and ensure their stability is critical as a democratic body. We must be accountable as to how public money is spent and must continuously work to achieve value for money and efficiencies in all our services.

Directly Elected Mayor

The people of Limerick City and County gave a mandate to the Minister for Housing, Planning and Local Government through the plebiscite held in May 2019 to establish an office of Directly Elected Mayor with executive functions for Limerick City and County Council. There is a requirement under law that the Minister, within two years from the date of the plebiscite, prepare and submit to each House of the Oireachtas a report "specifying proposals for the enactment of a law providing for a directly elected Mayor". Assuming the law is enacted there could be a directly elected Mayor with executive powers in place by May 2021.

The introduction of a directly elected Mayor with executive powers is a fundamental change in local government and will require a significant cultural change within the organisation among Councillors and staff. These proposals provide Limerick with an opportunity to influence local government reform, not only for Limerick, but across Ireland.

7. OPERATING ENVIRONMENT

Human Rights

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

Economic Development

Limerick 2030 - a 'once in a generation' plan to guide the economic, social and physical renaissance of Limerick City Centre and the wider County/Mid-West Region is now well advanced. This plan overarches and complements other agencies plans and strategies including, the implementation of our Regeneration programme for those areas of Limerick that have in the past been marginalised and isolated, the further enhancement of our third level education facilities in Limerick, the development of new economic opportunities and general strengthening of the Council's role in leading economic renewal across Limerick.

Tourism Strategy

Tourism Development in Limerick is experiencing great optimism and significant transformation. Limerick's unique position on the west coast of Ireland, and as a gateway to the Wild Atlantic Way, has enabled Limerick City and County Council to develop a tourism offering across Limerick. This will allow the total number of visitors to Limerick to reach some 1.1 million per annum, generating more than €360 million in revenue and creating 1,500 new jobs by 2023.

Climate Change

The National Climate Action Plan 2019 sets out ambitious targets for local authorities up to 2030. In Limerick a wide range of themes including building the resilience of the Council to respond to climate change events are being put in place under Council leadership. We will support the transition to a

circular economy, which includes the promotion of resource efficiency across Limerick City and County. Initiatives such as promotion of green infrastructure and the protection and enhancement of our natural environment. Additionally we intend to increase energy efficiency and and achieve emissions reduction targets. Fleet improvement, building performance and the promotion of sustainable and alternative transport modes and monitoring and managing resource use will all form part of this programme.

Cultural Strategy

The long-term vision for Limerick provides the impetus for the culture and arts sector to contribute to the well-being, place-making and improving the quality of life of the City and County as well as sustaining our vibrant arts and cultural community. In addition, culture and the arts play a vital part in the economic and social development of Limerick through job creation, supporting tourism, and opportunity. The momentum achieved through investment in culture, arts, festivals and events in the last number of years has positioned the city and county as a vibrant, exciting and progressive place. The vision for Limerick is to create a cultural confidence in our region so that the key decision makers and all Limerick citizens understand the importance of culture and creativity as a powerful agent for solidarity, sustainable development and wellbeing.

Digital Strategy

The Limerick Digital Strategy and Smart Limerick initiative is a new lens on Limerick's strategic development and especially on the ambition to transform its economy and physical space under the Limerick 2030 Economic and Spatial Plan. We want Limerick to take advantage of digital technologies, transform the way we work at local and regional level, enable better citizen engagement through digital channels, double the number of digital start-ups in Limerick, double the number of SMEs trading online, double the use of data, create equal opportunities for all citizens and accelerate the development of a Sustainable Smarter Limerick City Region.

8. SOCIO ECONOMIC PROFILE

1. Population

The Central Statistics Office's (CSO) most recent Census in 2016 shows that Limerick City and County recorded a combined population of 194,899 persons, an overall increase of 1.5% since the Census 2011. Limerick City & Suburbs, as defined by the CSO has a population of 94,192 persons recorded in 2016. The average age for the Limerick City and County region, according to the 2016 Census, is 37.7, up from 36.5 in 2011. This mirrors the national average and trend, which increased from 36.1 to 37.4 over the same period.

The National Planning Framework Project 2040 sets out that half of the overall national growth in terms of population, employment and housing will be targeted in Ireland's five Cities, Dublin, Cork, Limerick, Galway and Waterford. Currently growth has been disproportionately focused on Dublin and it is the objective of the Framework to redistribute growth in a more balanced manner, which would see each of the cities grow by 50% by 2040. The Framework foresees the population of Limerick City reaching approximately 150,000 by 2040.



8. SOCIO ECONOMIC PROFILE

2. Labour Force

The labour force in 2016, recorded in the Census for Limerick City and County was 90,120 persons, representing an increase of 0.6% from 2011, which was 89,578 persons. The unemployment rate for the Limerick area has fallen since 2011 Census in line with the national trend. The unemployment rate for Limerick City and County in 2016 is 14.4% down from 21% in 2011. The International Labour Organisation unemployment rate for the Mid-West Region (which would be similar to Limerick's unemployment rate) was 6.1% in Q2 2019 just slightly higher than the national unemployment rate of 5.4%.

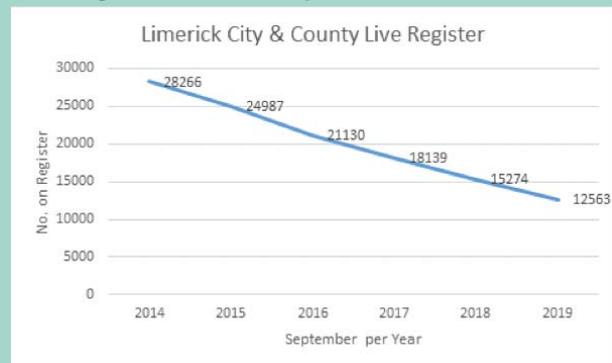
Economic conditions have changed significantly in Limerick in recent years. With the economic upturn across the state, the wider urban area of Limerick has shown significant improvements in job creation, employment / unemployment and investment. Across the local authority area, some 17,000 jobs have been created, since 2013 with some 7,000 of those jobs in the City.

Limerick City and County Council prepared the Limerick 2030 Plan in 2013, which focused on Limerick City Centre, Limerick 2030 sets out the blueprint for the economic, social and physical transformation of Limerick City Centre and the wider region. Initiatives in Limerick 2030 range from development of key strategic City Centre sites, including the mixed use Opera Site and Cleaves Riverside Campus, Gardens International office development, as well as other types of development including housing, public realm improvements, the provision of amenities and cultural and tourism infrastructure projects. New structures including the Limerick Twenty Thirty Designated Activity Company (DAC) and Innovative Limerick have been set up by the local authority as new Special Purpose Vehicles to drive the economic transformation of the City Centre and wider area. Building on the growth that has occurred and utilising the mechanisms identified above to drive economic development in Limerick is a key challenge for the Local Authority.

Limerick City and County has experienced the most significant reduction in persons on the Live Register across the state. The number of persons on the Live

Register in Limerick has declined substantially by 15,703 over a five year period from September 2014 to September 2019.

Live Register Limerick Sept 2014-2019



Socio-Economic Profile of Limerick, 2019

3. Key Economic Sectors

The three largest economic sectors in Limerick are Wholesale & Retail Trade, Construction, Professional, Scientific and Technical Activities, which represent close to 41% of total active enterprises.

4. Disposable Income

Based on 2016 Census data, the average Dublin-resident had after-tax income of €24,431, 18.4% higher than the nationwide figure of €20,638. The only other counties to exceed the State average in 2016 were Limerick (€21,979) and Kildare (€20,860). Therefore outside of Dublin, Limerick had the highest disposal income.

5. Educational Attainment

Census 2016 show that 30% of the population (over the age of 15) in Limerick City and County have a Third Level qualification. This compares to a national average of 33.4%. Limerick City and Suburbs is home to three major third level institutes, University of Limerick, Limerick Institute of Technology and Mary Immaculate College, with almost 24,000 students, this provides a strong pipeline of talent for local businesses at both entry and post-education positions. Retaining graduates is key to progressing the City and County.

9. PRINCIPAL ACTIVITIES

Strategy	Chief Executive Department	
	Economic Development Directorate	Trade & Investment - Strategic & Forward Planning - Local Enterprise Office - Innovate Limerick - Marketing & Communications - Limerick Twenty Thirty - Urban Innovation
	Physical Development Directorate	Travel & Transportation Strategy - Environment Strategy - Water Services - Mid West Road Design Office
	Community Development Directorate	Urban & Rural Community Development - Tourism, Culture & Arts - Libraries, Gallery & Museum - Limerick Sports Partnership - Property & Community Facilities
	Housing Development Directorate	Limerick Regeneration - Strategic Housing Development
Operations	Service Operations Directorate	Housing Support Services - Planning & Environmental Services - Operations & Maintenance Services - Veterinary Services
	Capital Investment Directorate	Design & Delivery
Shared Services	National & Regional Shared Services Directorate	Housing Assistance Payments (HAP) Shared Services Centre - Southern Region Waste Management Office - Fire & Emergency Services - Digital Services
Support	Support Services Directorate	Finance Services - ICT Services - Human Resources - Corporate Services, Governance & Customer Services Department - Business Improvement

10. MISSION STATEMENT & VISION

Mission Statement

We will provide ambitious leadership and strive to deliver an innovative, vibrant, safe and inclusive Limerick for everyone.

Our Vision:

- That the people of Limerick are supported by a professional, proactive and accessible local government structure which is at the heart of a wider public service.
- That Limerick is acknowledged for the inclusive participation of all citizens in the development of their community and Council activities.
- That Limerick offers a real and unique competitive advantage for business development, and an unparalleled quality of life resulting in high quality sustainable homes and communities, cultural enrichment and educational opportunities.
- That Limerick rivals other Tier 2 cities throughout Europe in terms of business, tourism, education and investment.
- That Limerick's new brand identity will unlock advantages and experiences for all of its audiences, making the most of Limerick's physical and cultural connections.
- That Limerick values the importance of partnership working to improve the health and well-being of our citizens.
- That Limerick is a driver of innovation, harnessing the voice of our people to create a lasting and positive impact on people's lives



11. CORE VALUES

Our Values

Our values sit within the wider values and standards frameworks set out in Putting People First, Our Public Service 2020, the Code of Ethics and the Dignity at Work Policy. They inform everything that we do in the delivery of public services:

- Integrity and professionalism
- Consistent high quality performance
- Openness and transparency
- Flexibility, responsiveness, innovation and learning
- Consultation and partnership
- Commitment to society and citizens,
- Pursuit of effectiveness, efficiency and value for money.





12. STRATEGIC GOALS & OBJECTIVES

Goal 1

Maintain a City and County Council that is recognised as ambitious and innovative for the people of Limerick

Goal 2

Grow our economy and create opportunity in Limerick

Goal 3

Invest in Limerick's infrastructure, protect its natural and built environment and unique heritage mix

Goal 4

Transition to an environmentally sustainable carbon neutral economy

Goal 5

Promote a socially integrated, healthy and safe Limerick

Goal 6

Actively engage with our communities

Goal 7

Work with our colleagues across the public sector and our partners in the private and voluntary/community sector to deliver on a shared commitment to Limerick as set out in the Limerick Charter

Goal 8

Be effective and committed to providing services that will underpin an innovative Limerick



STRATEGIC GOALS & OBJECTIVES

GOAL 1

Maintain a City and County Council that is recognised as ambitious and innovative for the people of Limerick

We will:

- 1.1** Make Limerick the driver in the Mid West through positive disruption and innovative citizen engagement.
- 1.2** Work in collaboration with our communities, Government Agencies and private partners to secure sufficient resources to create an ambitious, innovative and sustainable future, with an enhanced urban and rural environment for the people of Limerick to enjoy a good quality of life.
- 1.3** Continue to implement Limerick 2030: An Economic and Spatial Plan for Limerick, to provide a vibrant Limerick by creating the rejuvenation of communities in Limerick.
- 1.4** Enhance the profile, impact and influence of Limerick internationally to maximise our potential and seize global growth and associated market opportunities to secure a sustainable economic future.
- 1.5** Continue to deliver the Limerick Regeneration Framework Implementation Plan in partnership with communities and partner agencies.
- 1.6** Implement an integrated, co-ordinated approach to public procurement, including social and green procurement, to maximize and broaden the return on Limerick's spending.
- 1.7** Continue to explore strategic & innovative funding models to develop key strategic sites.
- 1.8** Deliver the transition to Directly Elected Mayor, putting Limerick to the forefront of Local Government reform and innovation.
- 1.9** Create the opportunity and environment to address urban challenges for a sustainable, economic, environmental and social revitalization of Limerick by aligning the Corporate Plan goals and objectives with the United Nations Sustainable Development goals.
- 1.10** We will take full advantage of digital infrastructure and disruptive technologies to accelerate the development of the Sustainable Smart Limerick City Region and grow equal opportunities for all in the digital economy.



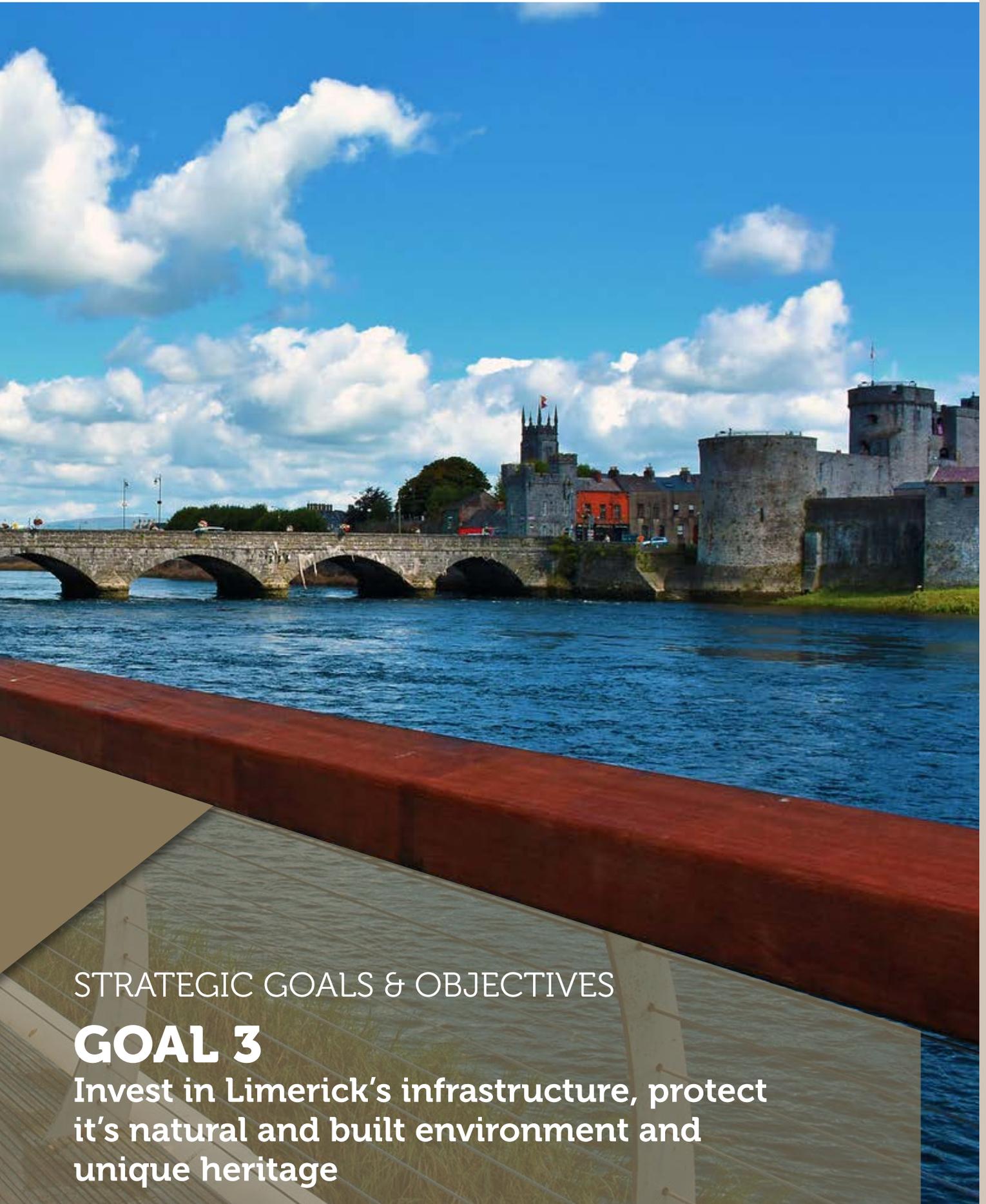
STRATEGIC GOALS & OBJECTIVES

GOAL 2

Grow our economy and create opportunity in Limerick

We will:

- 2.1** Position Limerick internationally as a competitive knowledge economy, known for its skills base and excellence in a range of sectors thus creating a vibrant and diversified economy with a mix of economic uses and a strong education presence.
- 2.2** Develop a unique ecosystem for starting, growing and developing new business - making Limerick Ireland's most business-efficient location.
- 2.3** Work with our partners and state agencies to create long term economic growth with a strong focus on job creation, upskilling and training to create economic clusters around our urban centres.
- 2.4** Work with local and state agencies to develop sustainable local enterprises in rural Limerick to strengthen the rural economy and our small towns/villages.
- 2.5** Provide direction and vision around digital infrastructure to make Limerick more attractive to local business and new investors in order to gain an advantage in the national and international digital economy. We will also deliver on our Digital Strategy to yield economic benefits for Limerick from the impact of disruptive technologies and establish Limerick as Ireland's First Digital City Region.
- 2.6** Complete the review and preparation of the first joint City and County Development Plan for Limerick aligned with the strategic aims and objectives of the National Planning Framework, Ireland 2040 and the Southern Regional Economic and Spatial Strategy. The Plan will set out the overall strategy of the Council for the proper planning and sustainable development of Limerick over the next six years.
- 2.7** Deliver on our Local Enterprise Development Plan in order to promote entrepreneurship, foster business start-ups and develop existing micro and small businesses to drive job creation and to provide accessible high quality supports for small business.
- 2.8** Deliver on our Tourism Strategy, Culture Strategy and Library Development programme to enhance the tourism and cultural offering in Limerick
- 2.9** Work collaboratively with our partners in public agencies, the community and voluntary sector and local businesses to maximise local employment and training opportunities in those areas experiencing long term unemployment and economic inactivity.
- 2.10** We will continue the Digital Transformation programme of the Council in order to innovate and digitally enable our services. By placing the citizen needs at the forefront of everything that we do, we will review our processes together with our partners, integrate our ICT technologies, systems and data, develop the digital skills and grow the digital culture of our staff in order to provide an excellent customer experience online.
- 2.11** Continued enhancement and development of existing twinning/friendship/sister city relationships which are in place between Limerick City & County Council and the following cities/regions:
Hohenlohekreis, Germany
New Brunswick, New Jersey, USA
Spokane, Washington State, USA
Santa Clara, California, USA
Austin, Texas
Hangzhou, China
Boston, USA
Quimper, France
Rockaway, NY, USA



STRATEGIC GOALS & OBJECTIVES

GOAL 3

Invest in Limerick's infrastructure, protect it's natural and built environment and unique heritage

We will:

- 3.1** Integrate sustainable travel infrastructure into new developments and deliver a smart integrated transport network that improves connectivity and increased use of sustainable travel modes.
- 3.2** Advance key transport infrastructure projects over the next five years including but not limited to the N/M20 Cork to Limerick motorway, Foynes to Limerick Road Improvement Scheme (including Adare Bypass), O'Connell Street Public Realm Scheme and the Limerick Northern Distributor Road.
- 3.3** Protect our infrastructure through the provision of flood protection schemes under Catchment Flood Risk Assessment & Management and other flood protection programmes.
- 3.4** Promote opportunities to enable the development of new housing models for specific groups including affordable housing, adapted housing, cost rental, and smart ageing homes, elderly and Traveller specific accommodation.
- 3.5** Support public land activation and work with other state agencies to deliver supporting infrastructure, increasing the supply of social and affordable homes and maximize the appropriate use of publicly owned land.
- 3.6** Improve the public realm infrastructure to enhance accessibility for people with disabilities so that all people can live, work and access in a safe and friendly environment.
- 3.7** Deliver high quality sustainable homes for our citizens and work with key collaborators including the Approved Housing Body Sector to deliver under Rebuilding Ireland – Action Plan for Housing and Homelessness including the adaptive reuse of existing vacant buildings.
- 3.8** Reduce vacancy, dereliction and promote re-use of sites and vacant buildings in the City, towns and villages, for economic, housing, community, culture, recreation and for other uses.
- 3.9** Ensure that the objectives of the new City and County Development Plan are consistent with the conservation and protection of the environment.
- 3.10** Continue to enhance the culture of compliance with the Building Regulations throughout Limerick City and County Council through education and monitoring by the Building Control Authority of Limerick City and County Council.
- 3.11** In partnership with Irish Water, encourage continued investment in Water Services infrastructure.
- 3.12** Ensure transport infrastructure planning will be aligned with the objectives and actions set out in National Policy (Smarter Travel, 2009) and succeeding policy document
- 3.13** We will deliver on the Limerick Digital Strategy and use smart digital technologies to monitor the environment, improve the quality of homes and buildings, increase access to high-speed broadband and new channels of information, education, citizen engagements and knowledge sharing.



STRATEGIC GOALS & OBJECTIVES

GOAL 4

**Transition to an environmentally sustainable
carbon neutral economy**

We will:

- 4.1** Ensure the implementation of the policy of Government under Ireland's transition to a Carbon Neutral Future by 2050 with the adoption of a Limerick Mitigation Plan 2030 to complement implementation of the Limerick Adaptation Strategy 2019-2024.
- 4.2** Develop green infrastructure at local level and promote the use of nature-based solutions for the delivery of a coherent and integrated network.
- 4.3** Move towards no net loss of biodiversity through strategies, planning, mitigation measures, appropriate off setting and/or investment in Blue-Green infrastructure.
- 4.4** Through strategic noise mapping and noise action planning, promote the proactive management of noise where it is likely to have significant adverse impact on health and quality of life.
- 4.5** Implement the All Ireland Pollinator Plan including making public spaces more pollinator friendly, and collecting evidence to track improvement.
- 4.6** Promote and support environmental awareness and resource efficiency practices to ensure a healthy living environment for all citizens and effective resource use for future generations.
- 4.7** Continue and enhance measures for eradication, control and containment of invasive species.
- 4.8** Improve water quality in the county's rivers, lakes, estuaries and groundwater through the implementation of the River Basin Management Plan for Ireland.
- 4.9** Improve air quality through supporting public transport, walking, cycling and promotion of energy efficient buildings homes and heating systems.
- 4.10** Support, facilitate and incentivise the move towards a circular economy, develop resource efficiency programmes and reduce the consumption of single-use items.



STRATEGIC GOALS & OBJECTIVES

GOAL 5

Promote a socially integrated,
healthy and safe Limerick

We will:

- 5.1** Provide and maintain attractive and safe facilities and public spaces, which are fully accessible to all in our community.
- 5.2** Enhance quality of life in our neighbourhoods, through collaborative, pro-active and supportive estate management, working with partners to promote the work of residents' associations and support for community engagement.
- 5.3** Promote and support the development of community facilities including recreation, sports and cultural amenities for people and communities in the City and County so that we can maximise access to such facilities for people in Limerick and achieve efficiency in provision.
- 5.4** Promote equality, diversity and human rights across the functions of Limerick City and County Council, to support inter-cultural integration, a right of belonging and inclusiveness for all including all minority groups.
- 5.5** Promote health and well-being by supporting the implementation of relevant government strategies and through the implementation of a suite of Limerick City and County Council-led initiatives including Healthy Limerick and Age-Friendly Limerick.
- 5.6** Work with the training and education agencies in Limerick, building on the Learning Limerick Strategy to improve opportunities for learning, education and training by using our libraries, museums and arts service to enable learning, provide information and promote skills, creativity, ideas and knowledge.
- 5.7** Through the vehicle of the Limerick Sports Partnership, continue to work to increase participation of low participation groups and socially-disadvantaged groups in physical activity and sport.



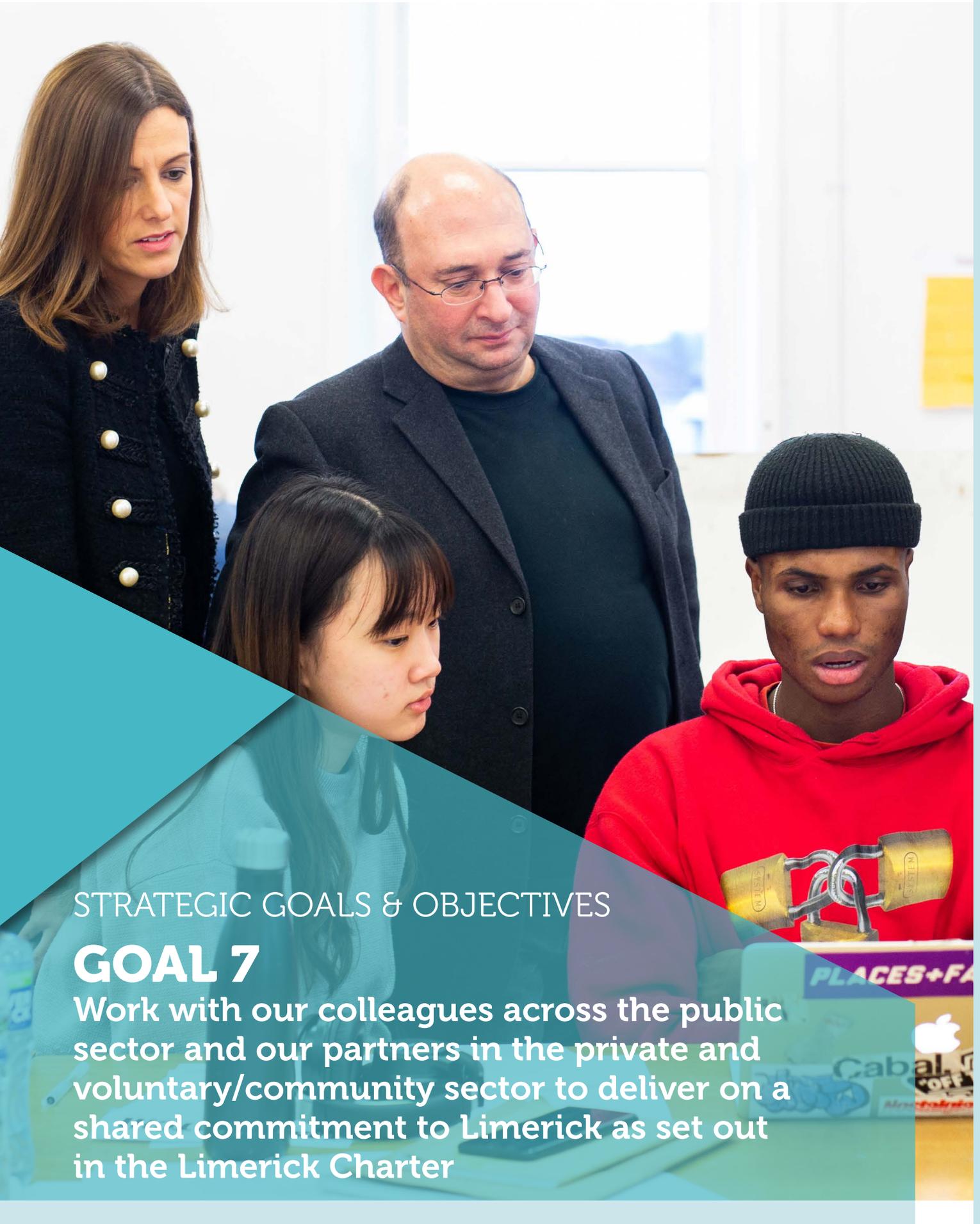
STRATEGIC GOALS & OBJECTIVES

GOAL 6

Actively engage with our communities

We will:

- 6.1** Support meaningful and effective consultation and participation processes in the development of plans, policy-making and in service and project design and delivery.
- 6.2** Strengthen our internal systems to ensure they respond to the requirements of public participation processes.
- 6.3** Explore new and innovative ways of connecting and engaging communities, through the use of web-based networks.
- 6.4** Promote civic participation and support community-led local development by bringing people, resources and planning together so that people can play an active role in determining how their community will develop.
- 6.5** Work in partnership with organisations and groups providing services in the community to make sure that a person centered approach to delivering services is consistently delivered by Limerick City and County Council and our partners.
- 6.6** Support an effective Public Participation Network so that it can play its role in underpinning consultation and participation processes by communities and the voluntary sector.
- 6.7** Co-ordinate, manage and oversee the implementation of Local Community Development Committee (LCDC) Programmes.
- 6.8** Support communities to maximise the opportunities available to them to enhance their areas and sense of place including supporting access to funding opportunities for community projects.
- 6.9** Engage with our communities, Government Agencies and private partners in developing a City and County Development Plan that will guide the future growth and development of Limerick.



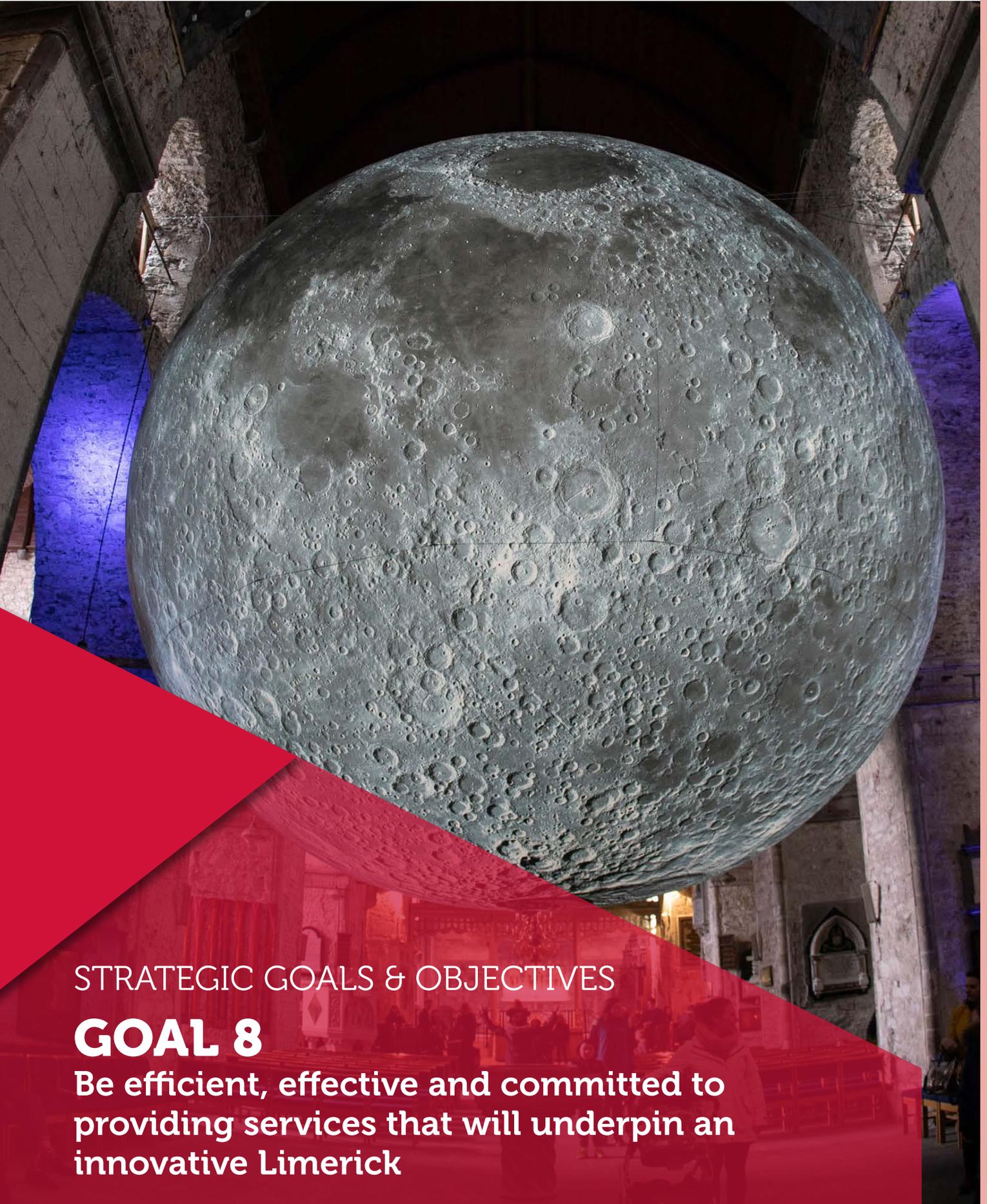
STRATEGIC GOALS & OBJECTIVES

GOAL 7

Work with our colleagues across the public sector and our partners in the private and voluntary/community sector to deliver on a shared commitment to Limerick as set out in the Limerick Charter

We will:

- 7.1** Lead and enable an integrated approach in the development of communities across Limerick by supporting education and learning, health and wellbeing, ageing well, support for families and youth at risk through community participation, empowerment and civic engagement.
- 7.2** Work to ensure that that the regeneration areas continue to make progress in social, economic and physical regeneration of the targeted estates as set out in the Limerick Regeneration Framework Implementation Plan.
- 7.3** Together with our colleagues in the wider public service, we will create a more integrated public service.
- 7.4** Develop greater sharing of expertise and knowledge, to become more focused on citizen centered societal outcomes.
- 7.5** Enable effective inter-agency collaboration through the Local Community Development Committee (LCDC) and other structures including the Integration Working Group, Children and Young Person's Committee (CYPSE), Comhairle na nÓG, Limerick Childcare Committee, Learning Limerick, Age-Friendly Alliance, Limerick Older Person's Executive and Limerick Sports Partnership. This will ensure we achieve our shared objectives in local community development and social inclusion, confirming our commitment to inclusion for all.
- 7.6** Commit with our partners to openness in exploring different and innovative ways to joint service delivery and trading options including co-location and sharing administrative functions and facilities as far as possible.
- 7.7** Promote individual and community well-being through the delivery of the Creative Ireland Programme and Limerick Cultural Strategy: A Framework 2016-2030 at a local level.



STRATEGIC GOALS & OBJECTIVES

GOAL 8

Be efficient, effective and committed to providing services that will underpin an innovative Limerick

We will:

- 8.1** Be an agile and effective organisation that will be citizen-focused through policies, processes and systems.
- 8.2** Manage and maintain roads and streets, Housing, Leisure and Amenities, Fire and Emergency Services (including Civil Defence, Major Emergency Management and Water Safety), Environmental, Veterinary Services and other statutory functions for the benefit of our citizens.
- 8.3** Manage and implement Government policy and statutory functions on Housing Support Services including the management of our own housing stock and government schemes of HAP, RAS, Tenant Purchase, Housing Grants and other schemes.
- 8.4** Manage and implement Planning statutory functions to ensure that we reach the highest ethical standards in these areas for the benefit of all citizens, internal and external stakeholders.
- 8.5** Oversee the Housing Assistance Payment Financial Transactional Shared Services Centre for the Local Government Sector.
- 8.6** Innovate and adopt new ways of working including the expansion of Customer Services to make access to Council services easier and more cost effective while also providing a high quality customer service experience.
- 8.7** Implement career-based development programmes for our staff so that they will have the necessary skills, experience and capacity to meet the challenges for the implementation of this plan.
- 8.8** Develop and publish performance measurements set to specific targets for the public.
- 8.9** Provide health and safety and wellness programmes for staff to successfully carry out their duties.
- 8.10** Protect, as far as reasonably practicable, the Safety, Health and Welfare of all employees or anyone that may be affected by our work activities.



13. COMMITMENT TO STAFF



Our staff and elected representatives are the most important drivers of success in Limerick City and County Council and are fully committed to delivering on the key objectives set out in this plan. Limerick City and County Council will put the right tools and supports in place so that our staff are empowered to excel individually, in teams and in the Directorates in which they work.

The Local Authority "People Strategy" outlines the strategic aims for Local Authority Human Resources departments across the country. Our objectives will align with the People Strategy and are as follows:

- 1. Plan and deliver our organisations workforce requirements**
 - Strategic workforce planning will assist in examining workforce trends and identifying skills gaps and future requirements bearing in mind technological advancements and population growth.
- 2. Be an employer of choice**
 - Limerick City and County Council will continue to promote a workplace environment that attracts and retains staff who thrive in a positive work environment.
- 3. Create a culture of continuous learning and development**
 - Training and development opportunities for staff and elected representatives will be continually available to ensure our staff have the tools and supports in place for effective delivery. We recognise the experience of staff and we will put in place measures to ensure the retention of their knowledge.
- 4. Empower and enable our managers and supervisors**
 - Fostering a positive culture of regular training and feedback through our Personal Management Development System will produce managers that are empowered to deliver the most robust and citizen focused services.
- 5. Promote positive employer relations and engagement**
 - We will work with all our key stakeholders to create positive, informed engagement through our partnership model and staff liaison networks. We will also carry out regular employee engagement surveys to assist us in delivering improved organisational outcomes.
- 6. Foster a fair, supportive ,healthy and safe working environment**
 - Limerick City and County Council will provide support to staff across the organisation in promoting work life balance initiatives and through our employee assistance programme.



14. DIGITAL TRANSFORMATION SERVICE INNOVATION & CUSTOMER SERVICE

Limerick City and County Council delivers some 700 services and is committed to delivering these services in the most cost effective and citizen focused manner. Our Public Service 2020, the national public service reform programme, provides a policy framework to build on previous reforms and Limerick City and County Council has dedicated teams to embed this framework into our organisation.

The Business Improvement Team provides support to the Council in the assessment of service delivery for efficiency and effectiveness. Using a recognised improvement approach, the team assists in mapping and standardising processes to remove any waste ensuring we are producing value for money services. Involving the public in the design of our services is key in producing accessible services that meet an increasing demand to be delivered digitally but also in more traditional forms.

All capital projects are now managed through a cloud based project management system providing live project status and financial reporting data that assists in monitoring progress, budgets and in ensuring our priorities are aligned with our Corporate Goals.

Data is critical in informing our ability to make evidence based decisions. Our internal CRM system is connected to our Service Catalogue which allows us to assess the demand for our services, see where there are gaps and allow us to be proactive in deciding budgets and staffing allocation that meet our citizen demands to ensure ongoing high standard in customer service.

In this regard Customer Service is not only a department but an ethos we are strongly committed to delivering. At the heart of our quality service delivery is our Customer Services Department. The Department handles all lines of customer engagement including phones, counter, email and social media. In excess of 150,000 phone calls are received by our call center annually and over 40,000 customers are helped at our counters. The principle of 'First Point of Contact Resolution-where possible' is applied. This means we try and answer our customer queries there and then and if not, we will assist in sourcing a response or ensuring the most appropriate staff member is referred the request.

The Department also assists our elected representatives in accessing Council Services. We have a dedicated team who assist and follow up on representations thus ensuring our elected representatives are supported in their role.

The 'My Limerick' platform on the Council's website allows requests from the public and public representatives to be logged at any time. The Customer Services department ensures this platform is managed and that requests received are responded to appropriately.

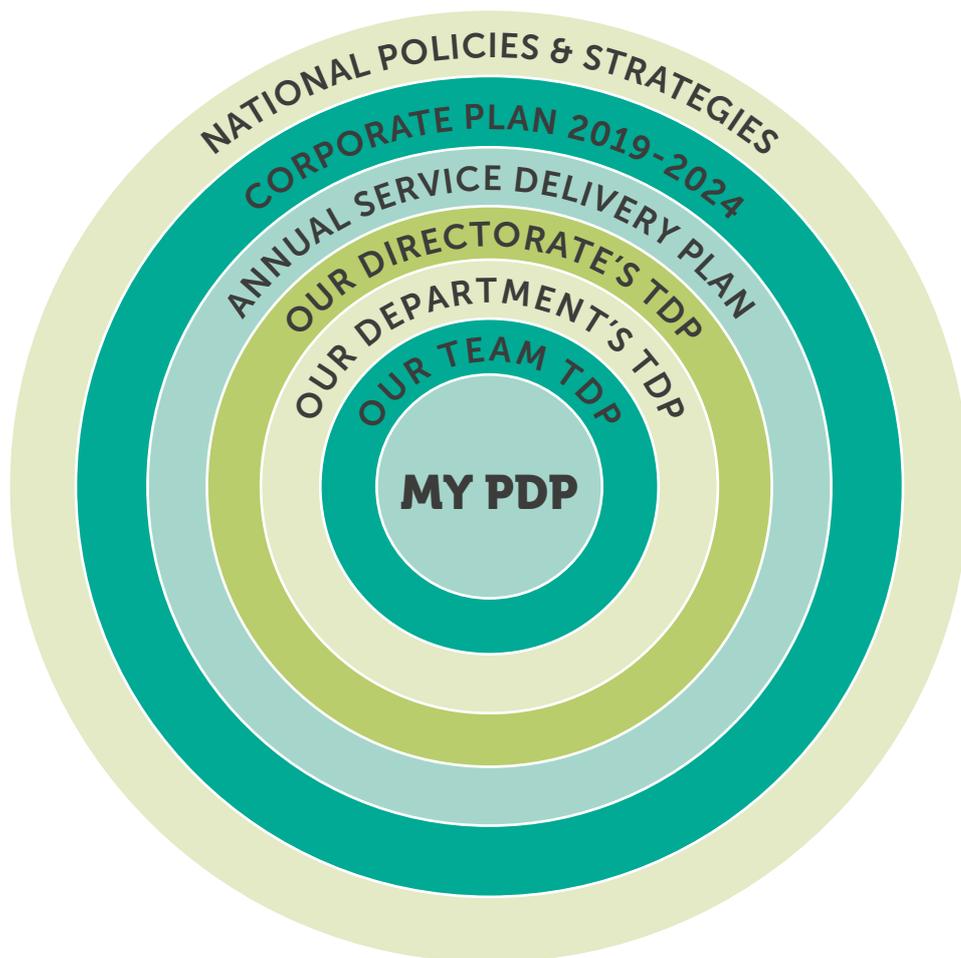
By reporting on data from our CRM system, Customer Services is able to support and drive improvements in service delivery. Trends and data from the system allow us to form future requirements and identify resources required.

Over the next 5 years the Council will enhance its ability to use digital technologies to deliver services to citizens and local businesses. The Digital Transformation Programme will continue across all council departments in order to grow and enhance the digital customer experience by bringing full support for online payments for all Council services, licences, permits, certificates and grants.

Substantial investments are being made to redefine how our staff operate on a digital by default principle, using electronic records, web technologies, Customer Relationship Management, GIS, integrated data and mobile applications for service operations in My Limerick, an integrated digital platform. This platform will be used to encourage local people, businesses and suppliers to transact online with the Council instead of using the traditional paper based systems. We will develop the digital skills of our staff and grow a digital culture in the Council.

The Digital Transformation Programme will see a major upgrade of the Council's ICT infrastructure and a continuous integration of our new and legacy systems. We will continue the adoption of Smart City technologies such as the Internet of Things for air quality, pedestrian and traffic counting, noise, water and soil quality and use city data modelling and artificial intelligence to enhance our services and improve the efficiency of our operations. We will upgrade our communications, networking and storage equipment and continue to expand the Municipal Data Network. We will provide video conferencing facilities and provide a omni-channel contact centre to support a new way of interaction with citizens.

15. IMPLEMENTATION & MONITORING



As shown in the illustration, the Corporate Plan aligns with national policy and strategies that will influence the work of Limerick City and County over the next five years and beyond. It is critical that the goals and objectives contained in this document are monitored regularly and reviewed to ensure our citizens experience the valued output of this ambitious plan. The baseline data contained in the Appendix provides high-level indicators that will be used to monitor the progress of the objectives contained in this plan and to measure their effectiveness. A Service Delivery Plan and Schedules of Municipal Works will be prepared for each year of the Corporate Plan with

Directorate Plans, Team Plans and individual Personal Development Plans providing a clear link between our Corporate Strategy and individual performance. Continuous assessment of this plan will take place in the form of the Monthly Chief Executives report, The Councils Annual Report, NOAC indicators, yearly Corporate Plan reviews and Annual Financial Statement and Audit Reports. Each review mechanism will provide for the opportunity for corrective action where necessary and may be in the form of amendments to budget allocation or resource allocation as appropriate.

STRATEGY & POLICY DOCUMENTS

National/EU

- Action Plan for Jobs
- Brighter Outcomes Better Futures: The National Policy Framework for Children and Young People 2014-2020
- Climate Action Plan 2019 to Tackle Climate Disruption (2019)
- National Digital Strategy
- Innovation 2020
- Digital Single Market
- eGovernment Strategy
- 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
- Guidelines on the Planning System and Flood Risk Management
- Marine Planning Policy Statement Met Eireann strategic plan 2017-2027
- National Adaptation Framework (2018)
- National Broadband Plan
- National Development Plan
- National Flood Forecasting and Warning Service
- 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
- National Social Enterprise Policy for Ireland 2019-2022
- National Traveller and Roma Inclusion Strategy 2017-2021
- National Vacant Housing Reuse Strategy
- Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities
- 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
- Public Service ICT Strategy
- Rebuilding Ireland Action Plan for Housing and Homelessness
- 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
- The National Language Strategy 2010-2030
- Wind Energy Development Guidelines (WEDGS)
- National Policy Framework for Children 2014 – 2020
- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019 – 2025
- Children First National Guidelines
- National Positive Aging Strategy 2013
- The National Oil Spill Contingency Plan
- The National Search and Rescue Plan
- Water Services Policy Statement 2018 – 2025
- Wind Energy Development Guidelines
- Future Jobs Ireland 2019
- Fire Safety in Ireland – Report of the Fire Safety
- Library Development Plan 2016 – 2021
- Museum Standards Programme for Ireland
- A Framework for Collaboration – an agreement between the Arts Council and the CCMA 2016
- The Sustainable Development Goals National Implementation Plan 2020
- United Nations Sustainable Development Plan
- Quality Homes for Sustainable Communities, Best Practice Guidelines for Delivering Homes, Sustaining Communities
- Sustainable Urban Housing: Design Standards for New Apartments Guidelines for Planning Authorities
- Urban Development and Building Heights Guidelines
- Guidelines for Planning Authorities on Sustainable Residential Development in Urban Areas
- Design Manual for Urban Roads and Streets (DMURS) – March 2013
- Childcare Facilities – Guidelines for Planning Authorities
- Guidelines for Planning Authorities on Architectural Heritage Protection
- Smarter Travel: A Sustainable Transport Future. A New Transport Policy for Ireland 2009 – 2020
- Putting People First (2014)
- Play Strategy (in collaboration with CYPSC)
- Healthy Ireland – A Framework for Improved Health & Wellbeing 2013-2025

STRATEGY & POLICY DOCUMENTS

Regional

- Connecting for Life Mid-West: Suicide Prevention Action Plan 2017-2020
- ERDF Operational Programmes 2014-2020
- Flood Risk Management Plans and Maps including relevant local plans
- The Limerick and Clare Joint Housing Strategy
- Mid West Regional Planning Guidelines (2010) and any subsequent policy - RSES
- Mid-West Area Strategic Plan 2012 - 2030
- The Retail Strategy for the Mid West Region (2010)
- Limerick and Clare Sports and Physical Recreation Strategy (2012)
- Regional Spatial and Economic Strategy
- Shannon Flood Risk State Agency Coordination Working Group
- The Regional Indicators Report – Monitoring Framework for the Implementation of Regional Planning Guidelines
- Strategy Plans of other Regional Bodies including HSE & Garda Síochána
- Southern Region Waste Management Plan 2015-2021

Local

- Belonging to Limerick: Limerick City and County Integration Plan 2018-2022
- Enforcement of Energy Performance of Buildings Directive
- Forthcoming Limerick Transport strategies
- Framework for Building Control Authorities – Ensuring effective Building Control administration, inspections and enforcement
- Local Children and Young People's Plans (CYPSC)
- Local Climate Change Adaptation Strategies
- Local Digital Strategies
- NTA Transport Strategy for the GDA
- Learning Limerick Strategic Plan 2018-2022
- Limerick Age-Friendly Strategy 2015-2022
- Limerick City Development Plan – as extended (2010)
- Limerick County Development Plan – as extended (2010)
- Limerick Cultural Strategy 2016 - 2030
- Limerick Digital Strategy 2017 - 2020
- Limerick 2030 – An Economic and Spatial Plan for Limerick (2013)

- Limerick Local Development Strategy – Rural Development Programme 2014-2020
- Limerick Local Economic and Community Plan 2016 – 2021
- Limerick Tourism Development Strategy 2019 - 2023
- Limerick Regeneration Framework Implementation Plan (2014)
- Review of the Limerick Regeneration Framework Implementation Plan (2016)
- Limerick Regeneration Design and Public Realm Code (2015)
- Limerick Sports Partnership Strategy
- Limerick City and County Council Assessment of Sites for Housing (ASH) Policy endorsed by Housing SPC (2015)
- Strategic Development and Management Plan for Limerick City and County Council owned lands (2017)
- Limerick Metropolitan District Movement Framework Strategy - Arup/Limerick City and County Council (2016)
- Limerick City and County Council External Works Strategy – Technical Details of the Public Realm (2016)



16. APPENDIX

16.1 BASELINE INFORMATION

Physical Development Directorate

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Physical Infrastructure	<ul style="list-style-type: none"> To advance key transport and flood protection infrastructure To promote and develop sustainable transport alternatives To improve public realm and accessibility for all users 	<ul style="list-style-type: none"> National Planning Framework National Development Plan 2018-2027 CFRAMS Programme Smarter Travel 2009-2020 draft Limerick-Shannon Metropolitan Area Transport Strategy 	<ul style="list-style-type: none"> Number of projects/schemes identified Funding for projects/schemes secured Progress on identified schemes Percentage increase in lengths of bus corridors and cycle lanes 	<ul style="list-style-type: none"> Number of current projects Existing bus and cycle lane infrastructure
Climate Action	<ul style="list-style-type: none"> To enhance the Council's resilience to respond to Climate Change. Develop resource efficiency programmes to protect and enhance resource use Develop the local circular economy 	<ul style="list-style-type: none"> National Adaptation Framework 2017 National Climate Action Plan 2019 Limerick City and County Climate Change Adaptation Strategy Southern Region Waste Management Plan 2015-2021 	<ul style="list-style-type: none"> Progress on actions identified in the National Climate Action Plan 2019, the National Adaptation Framework and Limerick City and County Climate Change Adaptation Strategy Progress on meeting national energy efficiency and emissions reduction targets Progress on the targets for the Southern Regional Waste Management Plan 2015-2021 	<ul style="list-style-type: none"> *Performance against glidepath to achieve energy reductions relative to 2009 baseline Current energy costs Current energy usage (kWh) Performance against the policy actions

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Environmental Protection	<ul style="list-style-type: none"> To protect and enhance Limerick's natural environment 	<ul style="list-style-type: none"> All Ireland Pollinator Plan National Biodiversity Plan 2017-2021 Water Framework Directive Noise Action Plan National Clean Air Strategy 	<ul style="list-style-type: none"> Development and implementation of Green Infrastructure Plan including training of relevant staff members Percentage of areas with designations which promote and enhance biodiversity Identification of noise hot spots, and mitigation plans developed Number of Quiet Areas assessed and designated Change in Local Authority planting and land management practices Number of actions from the All Ireland Pollinator Plan implemented Invasive Species: Number of control projects implemented Water Quality: Number of investigative assessments undertaken on water bodies; Number of pollution incidents responded to; Number of farm inspections carried out Improvement in Air Quality 	<ul style="list-style-type: none"> Noise monitoring and modelling data Air quality monitors Water quality monitoring Farm yard inspections Pilot pollinator areas Invasive Species database
Water Services	<ul style="list-style-type: none"> *Optimum operation of public water services *Optimum operation of private water services" 	Service Level Agreement (SLA) with Irish Water	Key Performance Indicators (KPI's) in the Annual Service Plan (ASP)	85% target on KPI's
		Annual Water Quality Monitoring Programme	Compliance with statutory monitoring requirements	100% monitoring compliance
		Support Programme to Private Group Water Schemes	Review Meetings with Limerick Rural Committee	Target 3 meetings per year

Community Development Directorate

Functional area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Collaboration with communities, public agencies and private partners	<p>Secure funding and other resources to create sustainable urban and rural environments with good quality of life</p> <p>Coordinate, manage and oversee implementation of LCDC programmes</p> <p>Enable effective inter-agency collaboration through the LCDC and other inter-agency structures (CYPSC, Integration Working Groups, Learning Limerick, Limerick Older People's Executive, Comhairle na nÓg)</p>	<p>Putting People First (2014)</p> <p>Limerick Local Economic and Community Plan 2016-2021</p> <p>Limerick Age-Friendly Strategy 2015-2022</p> <p>Belonging to Limerick: Limerick City and County Integration Plan 2018-2022</p> <p>Learning Limerick Strategic Plan 2018-2022</p> <p>Limerick Local Development Strategy – Rural Development Programme 2014-2020</p> <p>Limerick Regeneration Framework Integration Plan 2013-2023</p> <p>Sustainable Inclusive and Empowered Communities: A five year strategy to support the community and voluntary sector in Ireland 2019-2024</p>	<p>Collaborative structures in place to engage partners in community development strategies, Plan / programme development and implementation</p> <p>Number of policies / plans / strategies brought to Council-led and other partnership-based committees for their input</p> <p>Amount of funding from national funding programmes and local sources for projects delivered into local communities</p> <p>Amount of local authority funding used to leverage funding from external sources</p>	<p>Partnership-based Committees of the Council – LCDC, SPC - in place and fully functioning</p> <p>Participation of Council Officials on Inter-agency Committees - e.g., CYPSC, Integration Working Group, Learning Limerick</p> <p>Applications to and funding approved from all national grant programmes in local economic and community development (mapped and monitored at local authority level, by MD and local area)</p> <p>LCDC programme funding allocated</p>

Functional area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Public realm, community facilities, recreation, sports & cultural facilities accessible to all Built environment, dereliction/ vacancy and re-use	Develop and / or enhance community facilities, sport and recreation and cultural facilities, maximising access to such facilities and achieving efficiency in provision Improve public realm infrastructure to improve accessibility for people with disabilities, creating a safe and friendly environment for all Reduce vacancy, dereliction and promote re-use of sites and vacant buildings in the city, towns and villages, for economic, housing, community, culture and recreation and other uses	Limerick Local Economic and Community Plan 2016-2021 Limerick Age-Friendly Strategy 2015-2022 Limerick Local Development Strategy – Rural Development Programme 2014-2020 Limerick Regeneration Framework Integration Plan 2013-2023 Play Strategy (in collaboration with CYPSC) Rebuilding Ireland	Number of existing facilities improved / enhanced Number of new facilities developed Number of users of facilities Number of inspections of derelict / vacant sites Number on Derelict Sites register Number on Vacant Sites register Number of sites where measures taken to address vacancy / dereliction (e.g., CPOs)	Community centres / facilities across Limerick City and County fully operational Municipal-owned sport and recreation and play facilities fully operational Plans for new / improved facilities fully developed & funding being sought Inspections, Derelict Sites, Vacancy Sites registers updated and monitored
Health & well-being	Promote health and well-being by supporting implementation of key government and local strategies	Limerick Local Economic and Community Plan 2016-2021	Number of Council-led initiatives implemented to promote healthy lifestyles	Healthy Limerick Coordinator in post
	Increase participation in physical activity especially amongst low participation and socially-disadvantaged groups	Limerick Age-Friendly Strategy 2015-2022	Number of programmes delivered to support participation in physical activity by low participation and disadvantaged groups	Health promotion initiatives / campaigns delivered by Healthy Limerick
		Limerick Sports Partnership Strategy	Number of health and well-being initiatives delivered, engaging older people	Healthy Limerick funding allocated to projects
		Belonging to Limerick: Limerick City and County Integration Plan 2018-2022	Number participating in programmes for low participation and disadvantaged groups, delivered by or in cooperation with Limerick Sports Partnership	Health & well-being actions in Limerick Age-friendly programme delivered
		Healthy Ireland – A Framework for Improved Health & Wellbeing 2013-2025	Number of projects supported under Healthy Ireland grant funding	Sports / physical activity programmes delivered
		Limerick Regeneration Framework Integration Plan 2013-2023		Participation by target groups monitored
		Connecting for Life Mid-West: Suicide Prevention Action Plan 2017-2020		

Community Development Directorate

Functional area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Equality, diversity and social inclusion	Promote equality, diversity and human rights across the functions of Limerick City and County Council	Limerick Local Economic and Community Plan 2016-2021	Number of inter-cultural events delivered	Thematic programmes' coordinator in place
	Support inter-cultural integration, belonging and an inclusive environment for all	Belonging to Limerick: Limerick City and County Integration Plan 2018-2022	Number of projects supporting diversity	Inter-cultural and group specific events funded and delivered by Council
	Lead and support an integrated approach in the development of community across Limerick for the purpose of education and learning, health and well-being, ageing well, supporting families and youth at risk, community participation and empowerment	Limerick Age-Friendly Strategy 2015-2022	Number of local community groups supported under SICAP	KPI for number of community groups supported being fully achieved (SICAP)
		Learning Limerick Strategic Plan 2018-2022	Number of individuals supported under SICAP	KPI for number of individuals supported being fully achieved (SICAP)
		Limerick Regeneration Framework Integration Plan 2013-2023	Number of projects and amount of funding allocated under the Social Intervention Fund (regeneration)	Delivery of projects to support social inclusion and community participation in regeneration areas (Social Intervention Fund)
		Limerick Sports Partnership Strategy	Number of migrant groups registered in the PPN	Social inclusion, migrant and other social group interests registered in the PPN being monitored

Functional area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Equality, diversity and social inclusion		Social Inclusion and Community Activation Programme	Number of social inclusion groups registered in the PPN	
		Sustainable Inclusive and Empowered Communities: A five year strategy to support the community and voluntary sector in Ireland 2019-2024		
PPN and Civic Engagement	Support the set-up of an effective Public Participation Network	Putting People First (2014)	Number of groups registered with the PPN	PPN support worker in place
	Promote civic participation and support community-led development	Limerick Local Economic and Community Plan 2016-2021	Number of persons nominated from the PPN taking up positions on Council committees (LCDC, SPCs, JPC)	PPN nominations onto Council Committees
		Social Inclusion and Community Activation Programme	Number of Local Community Groups Supported under SICAP	Local Regeneration Committees facilitated by the Council
		Limerick Regeneration Framework Integration Plan 2013-2023	Number of residents participating on Local Regeneration Committees	KPIs for number of Local Community Groups supported under SICAP being fully achieved
		Sustainable Inclusive and Empowered Communities: A five year strategy to support the community and voluntary sector in Ireland 2019-2024		
Library Service	<ul style="list-style-type: none"> Developing a well-resourced public library service that contributes to the social, economic and cultural well-being of communities 	<ul style="list-style-type: none"> Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 41 hours per week 13.73 % - 16% 3 2

Housing Development Directorate

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Housing	Deliver social and affordable housing to meet identified needs	Rebuilding Ireland - Action Plan for Housing and Homelessness	Combined total number of dwellings provided and data for each delivery type presented separately (i.e. through Buy, Build, Turnkey and Lease programme, HAP, RAS and Approved Housing Bodies)	Annual Stock Total
	Increase social and affordable housing construction in order to deliver built units	Rebuilding Ireland - Action Plan for Housing and Homelessness, Within LCCC Annual Service Delivery Plan	Combined total number of dwellings provided and data for each delivery type presented separately (i.e. through Buy, Build, Turnkey and Lease programme, HAP, RAS and Approved Housing Bodies)	Analysis of Annual Stock Figures
	Build on better utilisation of existing stock to increase the availability of units available for social housing	National Funded Programme for Voids and Derelict/ LCCC Planned Maintenance Programme	Maintenance cost for housing stock (Total Housing Stock/ maintenance budgets)	Number of vacant houses returned to use- measurement of turnaround time
	Promote the Housing Assistance Payment Scheme (HAP)	Rebuilding Ireland- Action Plan for Housing and Homelessness, Housing First National Implementation Plan 2018-2021	No. of new HAP Tenancies	Monthly statistics on tenancy numbers
	Deliver sufficient and appropriate housing for disabled persons	Deliver on the Housing and Disability Steering Groups five year plans	Number of properties delivered under Capital Assistance Schemes through AHB's	CAS housing units delivered
			Achieve targets for the provision of suitable housing for people with disabilities nationally	Record of adapted houses in our ownership

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Homeless	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	<p>*Number of adult individuals considered to be long-term homeless and % of the total number of adult individuals either using emergency accommodation or sleeping rough in a given period.</p> <p>*The number of adult individuals, families and their dependants accessing emergency accommodation over the course of a certain week every month.</p> <p>*The number of households who exit emergency accommodation to a tenancy on a quarterly basis.</p>	Monthly record of service-users

Economic Development Directorate

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<p>Economic Development</p> <ul style="list-style-type: none"> To establish Limerick as the business investment location of choice for FDI and Indigenous Companies. Grow the Limerick Economy and create employment opportunities for its citizens 	<ul style="list-style-type: none"> Create conditions for long term economic growth in Limerick Increase in employment levels leading to a decrease in live register figures Maintain a diverse smart economy Continue to develop a start-up eco-system (incl LEO Companies) Work collaboratively with education and skills providers to provide the necessary talent to meet economic demand Realise the objectives of the Limerick 2030 Economic and Spatial Strategy Work with partner agencies to ensure that the benefits of economic activity are shared with all communities Develop rural economic nodes in the principal towns Use the new Limerick Development Plan as a driver of balanced, sustainable development throughout Limerick Promotion of Limerick as an investment location nationally and internationally 	<ul style="list-style-type: none"> Use a range of measures and supports working in collaboration with other public and/or private organisations that support enterprise development. Engagement and effecting influence on state development agencies, Chamber of Commerce, IBEC, American Chamber of Commerce, Third Level Colleges, Regional Skills Structures, Regional Enterprise structures, etc 	<ul style="list-style-type: none"> Job Creation Economic Conditions - Promotion of Limerick - Talent Levels - 	<p>Number of job announcements; decreases in live register figures; number of FDI itineraries; employment objectives of Limerick 2030 Economic & Spatial Plan, Regional Enterprise Plan, Local Enterprise & Community Plan, LEO Job Projections, etc</p> <p>CSO Economic Indicators, Regional Skills Forum measurements; Public Service ICT Strategy, LCCC Digital Strategy, Companies Registration Office</p> <p>Stats from Limerick.ie, number of visitors to Limerick (Failte Ireland & Shannon Heritage)</p> <p>Participation rates for business related courses from second and third level colleges; stats from LEO and Chamber of Commerce courses, number of apprenticeships, etc.</p>

Economic Development Directorate

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Planning	<ul style="list-style-type: none"> To ensure effective, proper planning and sustainable, balanced development of urban and rural areas 	<ul style="list-style-type: none"> Adopt and implement quality development plans consistent with regional and national policies Implement Ministerial policy direction on enforcement Monitor compliance of conditions associated with grants of planning permission National Planning Framework under Project Ireland 2040 	<ul style="list-style-type: none"> % of planning enforcement cases closed (against the number of cases that were investigated) % of applications where the decision was confirmed (with or without variation) by An Bord Pleanala Buildings inspected as a percentage of new buildings notified to the local authority 	99% In line with An Bord Pleanala Number of buildings inspected in line with targets

National & Regional Shared Services Centre

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Fire Services and Emergency Management	<ul style="list-style-type: none"> To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies 	<ul style="list-style-type: none"> To identify and manage risk and to prepare to respond to emergencies in accordance with the Framework for Major Emergency Management To provide a prevention, protection and response fire service, matched to locally identified fire risk, in accordance with national guidance Performance in relation to prevention, protection and response as set out in national norms and standards 	<ul style="list-style-type: none"> Cost of Fire Service per capita Time taken to mobilise fire brigades in respect of fire / other emergency incidents Percentage of cases in respect of fire / other emergency incidents in which first attendance is at the scene within; <ul style="list-style-type: none"> Ø 10 mins Ø 10-20 mins Ø after 20 mins 	*In line with agreed targets

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Waste Management	<ul style="list-style-type: none"> Sufficient waste collection services and facilities in place 	<ul style="list-style-type: none"> Waste Collection Permits awarded through National waste collection permit office to cover household waste collection in Limerick City and County 	<ul style="list-style-type: none"> Number of Authorised Waste Collection permits operation in the area 	<ul style="list-style-type: none"> *As described in the Annual Reports
Waste Management Planning	<ul style="list-style-type: none"> * Implement the targets of the Southern Region Waste Management Plan 2015-2021 (SRWMP 2015-2021). Monitor National Capacity for Municipal and Construction and Demolition Waste Develop and roll out the National Waste Campaign funded by DCCAE and in conjunction with other Regions 	<ul style="list-style-type: none"> *Implement policy actions as described in SRWMP 2015-2021 SRWMP 2015-2021 A Resource Opportunity 	<ul style="list-style-type: none"> *Targets and Timelines outlined in the SRWMP Plan Quarterly Reports Quarterly Reports 	<ul style="list-style-type: none"> Sufficient Capacity Secured www.mywaste.ie developed and updated
Building Control	<ul style="list-style-type: none"> To ensure safe and sustainable buildings in urban and rural areas 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Building Control activity in line with criteria defined by the National Building Control Office and NOAC Cost of the Building Control Service per capita 	<ul style="list-style-type: none"> * In line with building control. *In line with building control
Water Safety	<ul style="list-style-type: none"> To ensure safety of users in aquatic environments 	<ul style="list-style-type: none"> Provision and maintenance of safety equipment on rivers, lakes and beaches Provision of lifeguard services where and when required 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> *In line with agreed targets

National & Regional Shared Services Centre

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Housing Assistance Payment Financial Transactional Shared Services Centre for the Local Government Sector	<ul style="list-style-type: none"> Process new HAP applications in a timely manner in accordance with MOUs agreed with local authorities. 	<ul style="list-style-type: none"> Provide and oversee the national delivery of HAP shared services in the context of Rebuilding Ireland Action Plan for Housing and Homelessness 	<ul style="list-style-type: none"> Number of new HAP tenancies set up by the HAPSSC Achieve targets as set out in MOUs with local authorities 	<ul style="list-style-type: none"> *Matched to submissions from Local Authorities
Digital Strategy	<ul style="list-style-type: none"> *Place Limerick at the core of digital technology in all aspects of life *National Broadband Plan Co-ordination 	<ul style="list-style-type: none"> * Implementation of Limerick Digital Strategy *Provide the necessary supports and co-ordination for the National Broadband Plan 	<ul style="list-style-type: none"> *Implement key policy actions *Participate in key EU projects seeking opportunity to secure additional funding. *Co-ordination and support to deliver high-speed broadband to almost 22,000 properties in the City and County. 	<ul style="list-style-type: none"> *Policy actions implemented * Outcomes from projects, additional funding *High speed broadband data

Finance

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Finance	<ul style="list-style-type: none"> Maintain moderate debt levels over the medium term Liquidity levels to be sufficient 	<ul style="list-style-type: none"> Provide for repayment of loans payable Rolling cash flow forecast Budget as adopted to be sufficient to meet the expenditure arising in the year Income collection 	<ul style="list-style-type: none"> Value of LA loans to other Bodies that are in arrears for more than 90 days 5 year summary of revenue a/c balance 5 year summary of % collection levels on major revenue sources 	<p>See appendix 7 of Annual Financial Statement</p>

16.2 KEY PERFORMANCE INDICATORS

<p>CORPORATE</p> <p>C1: Total Number of WTEs</p> <p>C2: Working Days lost to Sickness</p> <p>C3: Local Authority Website & Social Media Usage</p> <p>C4: Overall Cost of ICT Provision per WTE Overall cost of ICT as a proportion of Revenue Expenditure.</p> <p>ENVIRONMENT / WASTE</p> <p>E1: Number/% of Households availing of a 3 bin service</p> <p>E2: % of Environmental Pollution Complaints Closed.</p> <p>E3: % of Local Authority Area within the 5 levels of litter pollution</p> <p>E4: % of schools that have been awarded</p> <p>E5: Green Flag Status</p> <p>FIRE SERVICES</p> <p>F1: Cost per Capita of the Fire Service</p> <p>F2: Service Mobilisation</p> <p>F3: Percentage Attendance Times at Scenes</p>	<p>H HOUSING</p> <p>H1: Social Housing Stock</p> <p>H2: Housing Vacancies</p> <p>H3: Average Re-letting Time & Direct Costs</p> <p>H4: Housing Maintenance Direct Costs</p> <p>H5: Private Rented Sector Inspections</p> <p>H6: Long-term Homeless Adults</p> <p>J ECONOMIC DEVELOPMENT</p> <p>J1: Number of Jobs created</p> <p>J2: Trading Online Vouchers</p> <p>J3: Number of Mentoring Recipients</p> <p>J4: Tourism</p> <p>L LIBRARY</p> <p>L1: Library Visits & Issues</p> <p>L2: Cost per Capita of Operating a Library Service</p> <p>F FINANCE</p> <p>M1: 5 Year Summary of Revenue Account Balance</p> <p>M2: 5 Year Summary of % Collection Levels for Major Revenue Sources</p>	<p>P PLANNING</p> <p>P1: New Buildings Inspected</p> <p>P2: Number/% of Planning Decisions confirmed by An Bord Pleanála</p> <p>P3: % of Planning Enforcement cases closed as resolved.</p> <p>P4: Cost per Capita of the Planning Service</p> <p>P5: Applications for Fire Safety Certificates</p> <p>R ROADS</p> <p>R1: Pavement Surface Condition Index [PSCI]</p> <p>R2: Ratings</p> <p>R3: Road Works % of Motor Tax Transactions conducted online</p> <p>W WATER</p> <p>W1: % Drinking Water in Private Schemes in compliance with Statutory Requirements</p> <p>Y YOUTH/COMMUNITY</p> <p>Y1: Participation in Comhairle na nÓg Scheme</p> <p>Y2: Groups associated with the Public Participation Network [PPN]</p>
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16.3 UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS





Comhairle Cathrach
& Contae **Luimnigh**

Limerick City
& County Council