

# **Comhairle Contae Thiobraid Árann Thuaidh**

## **North Tipperary County Council**

### **Corporate Plan**

**2010 – 2014**

**‘ag obair leis an bpobal’**

**‘working with the community’**

**Comhairle Contae Thiobraid Árann Thuaidh,  
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# Introduction

North Tipperary County Council adopted its first Corporate Plan on the 2<sup>nd</sup> April 2001. This plan was updated in December, 2004 to cover the period 2005 – 2009. The Plan provided a framework for the organisation, setting out the organisation's agreed mission, goals and objectives in respect of its many functions and activities. Since its adoption, bi-annual implementation reports have been presented to the Council, outlining achievements in respect of the various strategies and recommending amendments to some strategies, as required.

This new Plan builds on the two previous Plans and is based on the requirements set down in the Local Government Act 2001 and Guidelines issued by the Department of Environment, Heritage & Local Government on the 13<sup>th</sup> October, 2009.

Following the local elections in June 2009, existing plans were reviewed so as to put in place plans for the lifetime of the new Council, taking into account the current economic climate and the changes that have taken place since the adoption of the previous plans. The new Plans were drafted by our staff and, following consultation with the Council, we invited submissions from our customers, members of our Councils and Strategic Policy Committees, the County Development Board and our Workplace Partnership Committee. The Plan was subsequently adopted by the Council at its meeting held on the **28<sup>th</sup> of April, 2010.**

The purpose of preparing and publishing this Corporate Plan is to assist the organisation in reviewing its activities, objectives, priorities

and resources so that it can position itself to respond to the many challenges it faces. Our Customer Action Plan is also being updated and this will out the standards of service to be provided to our Customers together with a strategy for implementing same.

This Plan forms the basis for all developments within the organisation for the next five years and will be implemented through Annual Action Plans. It is intended to continue presenting the Bi-annual Implementation Reports to the Council each year, outlining progress in respect of the various strategies. These reports will be published on our website at **[www.tipperarynorth.ie](http://www.tipperarynorth.ie)**. The implementation of the objectives of the Plan will be subject to availability of resources, both staffing and financial.

We strive to continually improve the services we provide to the public and would welcome any comments or observations from our customers which can be submitted via e-mail to **[secretary@northtippcoco.ie](mailto:secretary@northtippcoco.ie)** or in writing to Corporate Support Section, North Tipperary County Council, Civic Offices, Limerick Road, Nenagh.

**Terry Ó Niadh**  
**County Manager**

**February 2010**

# An Introduction to the County

## Background

The origin of the North and South Ridings of Tipperary dates back to 1838 when, for various reasons, including population and geographical size, the County was divided into two ridings. Following the enactment of the Local Government (Ireland) Act in 1898, Tipperary (North Riding) County Council was established as the primary unit of Local Government and democracy in North Tipperary.

With the enactment of the Local Government Act 2001, the Council's name changed to North Tipperary County Council.

The County Headquarters is based in the Civic Offices, Limerick Road, Nenagh which opened its doors to the public on the 18<sup>th</sup> October 2004. This facility provides one-stop-shop services to the public with offices of the County Council, Nenagh Town Council, the County Childcare Committee and the Health Service Executive located on site.

In addition to this, there are four Area Offices located in Borrisokane, Thurles, Roscrea and Newport. Our Motor Taxation Office is located at Kickham St., Nenagh.

North Tipperary County Council has 21 members representing the four electoral areas of Nenagh, Newport, Thurles and Templemore. Members are elected by a system of proportional representation every five years, the most recent local elections having been held in 2009.

The functions carried out by these representatives are known as reserved functions and comprise primarily of decisions on policy and principles.

The County Manager, assisted by the Management Team and their staff carry out all other functions, known as executive functions.

Details with regard to the range of functions are located at the end of this Plan.

### **Strategic Policy Committees**

Four Strategic Policy Committees (SPCs) were established by the Council in 2000. Each SPC is comprised of elected Councillors and sectoral (or non-elected) representatives. Each SPC has its own Chairperson (who must be a Member of the Council and is appointed by the Council) and is supported by a Director of Services (a full time official of the Council) and his/her staff. The SPCs meet on a regular basis, as is necessitated by the workload allocated to them.

The role of the SPCs is to formulate, develop and review policies for their respective areas of responsibility. However, the Council retains its function as the decision-making authority and makes the final decision on all matters of policy. It is the responsibility of the SPCs to provide advice and make recommendations on policy matters through the Chairperson of the SPC to the full Council. Reports on meetings of the SPCs are presented to the full Council at the County Council monthly meeting.

It should be noted that, while the policy formulation role is central to each SPC, they do not have a role in respect of the day to day operation of the Council or other non-policy matters.

The following is the current configuration of SPCs in North Tipperary:

- Housing Services;
- Environment and Emergency Services;
- Community & Enterprise and Planning and Development Services;
- Transportation, Roads and Water Services;

### **Corporate Policy Group**

This Group is comprised of the Mayor as its Chairperson, together with the Chairpersons of each of the SPCs and is supported by the County Manager and the County Management Team. The CPG links the work of the different SPCs, acting as a sort of cabinet and providing a forum where policy positions affecting the whole Council can be agreed for submission to the full Council. It also considers the draft annual budgets and the preparation of the Corporate Plan. However, as with the SPC, the full decision-making authority remains with the Council. The Members of the CPG also represent the County Council on the County Development Board. The CPG usually meets on a monthly basis, prior to the County Council meeting.

### **Area Committees**

As previously stated, there are four electoral areas in North Tipperary and an area committee has been established for each area – each committee is comprised of the Members of that electoral area together

with the Mayor of any Town Council located within the area. Each committee meets on a monthly or bi-monthly basis and is assisted by the Area Manager (members of staff have been delegated responsibility for each area). The primary function of the area committee is to consider local issues and to make recommendations to the full Council with regard to area issues. Reports on area committee meetings are submitted to the next meeting of the Council for noting.

# Our Mandate

North Tipperary County Council is a progressive multi-purpose body providing an extensive range of services in its area. In 2008 alone, in excess of €130m was spent by the Organisation in delivering services and providing infrastructure to enhance the quality of life of all the citizens of the County. As the primary unit of local government in the County, the Council plays an active role in the economic, commercial, social and cultural development of the county and its people.

The organisation operates at two levels - as a democratic and representational body and as the provider of a wide range of infrastructural, social and cultural services.

As a large and multi-functional organisation, the Council has a Corporate Plan in place in which its vision, objectives and strategies for the future are laid down for all to see. To this aim, we have prepared this Corporate Plan in consultation with all our staff, our elected representatives, our customers and other agencies. In producing this plan, we have been given an opportunity to consider and determine the direction that we must take in order to respond to the ever increasing range and complexity of challenges facing us. This Plan builds on our experience gained under the previous Corporate Plans.

The process has assisted us to put in place strategies with regard to customer care and service, human resource and financial management, performance management and information and communication technological development. The prioritising of

objectives and strategies and the allocation of resources has provided the organisation with a clear focus for the next five years.

This Plan will serve as a framework for the further development of our organisation as a progressive, democratic, effective and responsive Council capable of serving our county and its citizens in an excellent manner.

While previous Plans have been adopted during the era of the Celtic Tiger, this Plan has been framed in the face of a contraction in the National Economy and the knock on effects for the Local Government Sector. This therefore presents a challenge to us to continue to maintain, where possible, existing levels of service and to achieve a balance between increasing and competing demands for existing core services and the allocation of resources for new initiatives.

# **Our mission**

**We commit ourselves, in partnership with all our stakeholders, to improve the quality of the economic, social and cultural life of our communities.**

# Our core values

## **Democracy**

We respect and uphold the democratic participation of our elected members and our citizens and value their role in the strengthening of our organisation.

## **Customer/Citizen Care**

We acknowledge the need to provide good quality services in a professional, efficient, effective and impartial manner and to ensure that our policies and activities are based on the principle of good customer care.

## **Environmental Care**

We are committed to ensuring that our values, our policies and our actions incorporate the principle of sustainable development, respecting and protecting our natural and built environment, our culture and our heritage.

## **Our staff**

We recognise that our human resources are our greatest asset and their training, development, safety and welfare are a primary objective.

## **Partnership**

We appreciate the value of a positive working partnership involving our staff, our members and our citizens and acknowledge its importance in the future development of our organisation and in the management of change.

## **Our County**

We are committed to the promotion of North Tipperary as a top class location in which to live, work and visit. We will continue to work in conjunction with other relevant agencies to promote the County as an attractive location for investment including Foreign Direct Investment, indigenous industry and other enterprise. We acknowledge our role in the provision of infrastructure to facilitate development and are committed to a proactive approach in fast tracking appropriate investment and creating an environment that is conducive to doing business.

# Our operating environment

As an Organisation, we are affected by a wide range of external and internal factors which influence our ability to achieve our goals and objectives.

In determining our future path, we need to identify these factors and the extent of their influence, thus enabling us to make informed decisions with regard to our strategies.

## **Internal Factors**

The single greatest internal factor which determines our ability to do our job is our human resources. The continued commitment and expertise of our staff and our elected members is one of our most valued assets. Our training and development programme is rolled out based on training needs analyses carried out nationally and at local level through PMDS (Performance Management and Development System).

The Organisation must also continue to seek to ensure that all members of staff work in an environment that is safe and healthy and free from discrimination, harassment or bullying. These issues are monitored by our Equality Team.

The 'Better Local Government' initiative and the general public service reform agenda as set out in "Transforming Public Services – Report of the Task Force on the Public Services" challenge us to develop

efficiencies throughout our organisation including the need for more unified and coherent public services and a greater focus on outputs, outcomes and value for money. The Workplace Partnership Process has provided us with a very effective mechanism for reviewing our work processes and finding out how to make improvements which will result in better service delivery and more satisfying working arrangements. Our Workplace Partnership Committee has established a number of Working Groups to examine specific issues and many of their recommendations have been put into effect. The Committee also helps to identify issues and to improve internal communications and to meet with our statutory obligations in relation to the provision of information to and consultation with our staff.

Internal communications have been assisted through extensive use of the intranet. Furthermore, the monthly newsletter 'Eist' is issued to almost 1000 people – including retired staff and Elected Representatives and has become a much valued mechanism of communication.

The needs of our elected members must also continue to be taken into account. The provision of improved information and communication technologies together with the facilities at our Civic Offices will assist the Members in undertaking their work. Through the on-going work of Area Committees, Strategic Policy Committees and Corporate Policy Group, Members are facilitated with enhanced opportunities to discuss operational and policy issues. The drafting of annual work programmes and quarterly reports have also assisted our Members with timely and accurate information which is required by them to carry

out their functions. The development of the members' net also facilitates the electronic access to information by members.

The locations and conditions of some of our offices were of great concern to staff, Members and the public alike.

The opening of our Headquarters at the Limerick Road, Nenagh on the 18<sup>th</sup> October 2004 has enabled all our stakeholders to interact and carry out their functions in a modern setting and has been of benefit to staff, members and the public. It is now necessary to give consideration to the development of our area offices, in terms of facilities and locations.

The on-going development of our information and communication technology (ICT) and the drafting of our ICT strategy has resulted in significant improvements to service delivery. The establishment of our website and the on-going development of same, together with our intranet continues to be of great assistance to all. Our role in the continued rolling out of the e-Gov initiatives will further strengthen this facility.

One of the main objectives of the modernisation programme launched by the Department of the Environment, Heritage and Local Government was not to spend more, but to spend well. We are required to ensure that all our activities accord with the principles of sound financial and business management, based on readily accessible and accurate information, accountability and good value for money. Through the work of our internal audit staff, the partnership committee and functional teams, tremendous progress has been made

in restructuring our service delivery arrangements in order to ensure that they meet with the principles of getting good value for money. The establishment of our Audit Committee in 2008 has provided us with an independent forum to advise the Council on financial reporting processes, internal control, risk management and audit matters, as part of the systematic review of the control environment and governance procedures of the Council. The Committee has a role in promoting good accounting practices, ensuring better and more informed decision-making, and improving the focus on value for money throughout the organisation.

The ever-increasing level and range of activities carried out by the Organisation provides us with opportunities to expand the concept of Local Government throughout the County. The development of meaningful partnerships with our local community has been strengthened with the establishment of the Strategic Policy Committees, the County Development Board and the North Tipperary Joint Policing Committee. These assist us in formulating and adopting the policies which will best serve our citizens.

### **External factors**

During the periods covered by previous Corporate Plans unprecedented economic growth had a very significant impact on the organisation however, as already referred to, this Plan has been prepared in more challenging times. The current economic climate impacts not only on the resources available to us but also on our customers. The introduction of a moratorium on recruitment and filling of vacancies and the reduced grant allocations available to us for both

capital and revenue purposes impact on the level of resources available to us. The difficulties being experienced by the commercial sector and the reduction in income levels generally affect the level of funding which can be raised at local level.

The level, complexity and demands of new legislation emanating from the EU and National Government has also added to our workloads, in terms of time, levels of services and expertise and health and safety requirements.

The influence exerted by the Department of the Environment, Heritage and Local Government has considerable consequences in terms of policy, procedures, new initiatives, available finance and delegated authority.

The Regional Dimension of many of our activities has become more pronounced in recent years, most particularly in the environmental area highlighting the importance of ensuring that policies adopted in this area are complimentary to those of our neighbouring local authorities.

Customer expectations and demands have also increased and have placed huge pressures on the services provided by the organisation in terms of response, delivery and quality. The development in terms of the number and expertise of public interest groups, together with the range of topics addressed by them, is also of notice. So too is the coverage provided by the media. Increased public interest in and examination of our activities requires us to ensure that all our policies and functions meet with the highest standards in terms of efficiency,

effectiveness, impartiality, consistency and clarity. These principles must be incorporated in all our actions.

Finally, the rate of change in recent years has impacted greatly on the organisation and provides us with clear evidence of the need for an agreed strategy for our future development.

**SPC 1**

**Transportation & Roads Services**

**Water Services**

# **Transportation And Roads Services**

## **Our Goal**

To provide a safe and effective transportation infrastructure network within the county to serve the commercial and social needs of its users in accordance with local and national policies.

## **Strategies**

### **Major inter urban routes**

To facilitate the infrastructural projects contained in the National Development Plan as relevant to the county.

### **Roadworks Programme**

To effectively implement the current 5 year plan for the surface restoration and reconstruction of non-national roads.

### **CARS and LIS**

To progress the implementation of Community Assisted and Local Improvement Schemes in accordance with the priority list and in consultation with elected representatives and local groups.

### **Consultation with the Department of Transport and the NRA**

To continue to liaise with the Department of Transport and the NRA on the needs and priorities of the County.

**Internal consultation**

To continue to review and improve the co-ordination of services between the various sections in the organisation and other organisations operating in the county.

**Quality of road maintenance**

To ensure that all roadworks are carried out in the most effective manner in line with technical and operational advances.

**Traffic Management plans**

In consultation with the elected members, to continue with the implementation of Traffic Management Plans for Nenagh, Thurles and Roscrea and to progress the implementation of Newport and Ballina/Killaloe Plans.

**Road safety in the county**

To continue to promote and improve road safety in the county in association with the Road Safety Authority.

**Other transportation modes**

To encourage and assist in the development of other transportation initiatives in the county.

# Water Services

## **Our Goal**

To ensure that each consumer has a potable water supply and each premises has adequate drainage facilities.

## **Strategies**

To pursue approval and implementation of the proposals for the provision and/or improvement of the Water Services infrastructure, as identified and prioritised, in the current Water Services Investment Programme and Assessment Of Needs Reports.

To develop and implement annual Rural Water Programme and continue to provide technical support to Group Water Schemes.

To provide for the efficient management of the County's water and waste water infrastructure in compliance with Health & Safety Legislation.

To develop annual programme for sustainability and efficiency with respect to Water Conservation, waste minimisation and energy use.

To ensure equitable charging structure for services in accordance with Polluter Pays Principle and National Water Pricing Policy.

# **SPC 2**

**Environmental Services**

**Emergency Services**

**Civil Defence**

# Environmental Services

## Our Goal

To ensure that all the citizens of North Tipperary enjoy a clean, healthy and safe environment consistent with the principles of sustainable development and Local Agenda 21.

## Strategies

To implement the strategy for waste management set out in the Midlands Management Waste Plan and to provide a range of well run facilities for waste recycling, recovery and disposal.

To promote best practice in waste minimisation and recycling, water and air quality management and general environmental awareness through a sustained environmental education and work programme.

To promote energy efficiency in all of the Council's activities and energy awareness in the County.

To promote the objective of combating climate change through the pursuit of a sustainable, low carbon economy across all sectors of society in North Tipperary.

To improve the quality of the rivers and lakes in North Tipperary through the use of catchment management, river basin and monitoring schemes.

To prepare and implement the county's Litter Management Plan with particular emphasis on public awareness and enforcement.

To eliminate derelict sites and promote renewal of obsolete areas.

To implement the relevant provisions of the Abattoirs Act 1988 and Food Safety Authority of Ireland Act 1998 to ensure the highest possible level of consumer protection.

To provide adequate burial facilities throughout the County in accordance with the Council's Burial Ground Policy and to ensure that

existing facilities are maintained to the highest standards of conservation and heritage protection.

To promote sustainable development by aiming to balance economic and social needs with environmental and heritage protection objectives.

To work in partnership with other local authorities in the County to advance common environmental objectives and to ensure a holistic approach to service delivery.

# Emergency Services

## **Our Goal**

To make provision for an efficient and effective fire and emergency response service.

## **Strategies**

To provide efficient and effective fire and emergency response services and to promote public awareness of safety issues.

To plan and prepare for a co-ordinated response to major emergencies.

To promote good building practices, health and safety and welfare of occupants and access for persons with disabilities.

To make provision for fire safety in existing buildings and to promote public awareness of fire safety.

To fully meet with our obligations under the Dangerous Substances Acts.

# Civil Defence

## **Our Goal**

To provide backup service in the event of Major Emergencies/ Incidents, to assist other Agencies when requested and to assist at Community Events.

## **Strategies**

To review/implement our Development Plans.

To provide/maintain suitable Headquarters, Stores/Garages and training facilities.

To recruit and train suitable Volunteers and to continue development of our training programmes.

To develop our services to enable us to effectively respond to requests for assistance at major emergencies and community events.

**SPC 3**

**HOUSING SERVICES**

# Housing Services

## **Our Goal**

To ensure that all persons in the County have affordable accommodation suitable to their social and personal needs.

## **Strategies**

To promote and utilise the options provided for in National Housing Policy.

To implement our Social Housing Investment Programme.

To implement the provisions of the Housing Strategy adopted by the Council under Part V of the Planning and Development Act 2000 – 2002.

To prepare and implement a programme for advance land acquisition in accordance with National Housing Policy.

To ensure that our housing policy encourages and supports Rural Sustainability, having regard to the provisions in the County Development Plan adopted by the Council.

To implement the 5 year plan for Traveller Accommodation 2009 – 2013.

To implement the provisions of the Homeless Strategy and Action Plan.

To promote, assist and develop the Voluntary Housing Sector in the County.

To prioritise Social Inclusion by promoting resident participation in the management of social housing schemes.

To promote compliance with Private Sector Rented Accommodation Legislation / Regulations in partnership with the Private Residential Tenancies Board.

To upgrade our Housing Stock subject to the availability of funding both nationally and locally.

**SPC 4**

**Planning & Development**

**Community & Enterprise Services**

**Arts**

**Libraries**

# Planning And Development

## **Our Goal**

To promote the proper planning and sustainable development of the County and facilitate the creation of sustainable employment in harmony with the environment and preservation of our heritage and consistent with the policies and objectives contained in the County Development Plan.

## **Strategies**

To promote and implement the policies of the current County Development Plan.

To encourage and assist meaningful public participation in the planning process.

To ensure that the planning process positively encourages the physical, social and economic development of our county and ensures that all developments accord with the principles of sustainable development.

To implement the planning laws with regard to unauthorised development.

To process planning applications within the regulatory time frame and to ensure that interested parties have access to all available information which will enable them to assess proposed development.

To ensure that the planning process protects and conserves our built environment and encourages good practice in relation to design and construction.

To use information and communication technology to assist in the modernisation of the planning service and the management of information.

To promote the understanding, enjoyment and protection of the built, natural and cultural heritage.

To work in partnership with other local authorities to advance common strategic planning objectives and to ensure a holistic approach to service delivery.

# Community & Enterprise

## **Our Goal**

To promote partnership between Local Government, Local Development, Statutory Agencies and Social Partners in the implementation of the County Development Board Strategy 2002-2012

## **Strategies**

To co-ordinate the process of implementing the County Development Board Strategy.

To promote co-operation and co-ordination among the public service agencies in the county.

To promote Social Inclusion and Integration in North Tipperary consistent with the aims of the National Anti-Poverty Strategy.

To promote economic development in North Tipperary in association with the Statutory and Local Development Sectors.

## **Our Goal**

To facilitate delivery of economic, social, cultural services and functions on behalf of North Tipperary Local Authorities as required.

## **Strategies**

To co-ordinate development and implementation of the Disability Strategy Action Plan.

To manage the development of tourism related activities.

To support North Tipperary Childcare Committee in the promotion of childcare in North Tipperary having regard to the National Childcare Strategy and the North Tipperary Childcare Strategy.

To promote cultural development in North Tipperary in association with the statutory and Voluntary Sectors.

To assist community and voluntary groups through the provision of nationally and locally funded schemes.

To respond to and develop new economic, social and cultural initiatives, as appropriate.

# **Childcare**

## **North Tipperary County Childcare Committee (NTCCC)**

### **Our Goal**

To help ensure there is sufficient and adequate childcare places available in North Tipperary

### **Strategies**

To support providers to maintain and sustain current levels of childcare provision.

To assist the Office of the Minister for Children & Youth Affairs to implement the Early Childhood Care & Education Scheme in North Tipperary.

To support the implementation of the community childcare subvention scheme.

To implement the childminding & Parent & Toddler initiatives in North Tipperary.

## **Our Goal**

To promote the development of quality standards and targets for childcare in North Tipperary, by supporting training and information for childcare providers on a continuous basis.

## **Strategies**

To continue to provide financial support to those childcare workers participating in accredited training.

To provide Non-accredited Training.

To continue to disseminate information relevant to the childcare sector.

## **Our Goal**

To continue to promote Social Inclusion by providing support and information to Community and Voluntary Groups on anti-bias childcare provision.

## **Strategies**

To provide support and training for childcare providers.

To provide supports for voluntary management committees of community services.

To deliver community services in disadvantaged areas.

# Arts Services

## **Our Goal**

To improve the artistic life of our citizens by the provision of a quality and responsive arts service, which will work in co-operation with others to develop provision for the arts in North Tipperary in line with the availability of resources and the overall objectives of the Local Authority.

## **Strategies**

To recognise, encourage and promote artistic creativity at all levels in North Tipperary.

To support increased professional presentation standards for the arts in the county.

To encourage participation in the arts.

To develop audiences for the arts and to promote increased access to artistic activity by the broader community.

To consolidate existing partnerships and develop new partnerships in the provision of arts activity in the county.

To further develop access to information on the arts in the county.

# Library Services

## **Our Goal**

To ensure that everyone has equal opportunity access to a high quality Library and Information Service which is responsive to the changing needs of our communities and is fully supportive of the process of life-long learning.

## **Strategies**

To continue to progress the Library Capital Programme and Library Priorities Programme.

To continue to foster and encourage use of Library services in Co. Tipperary.

To manage the organisation's responsibilities under the Disability Act 2005.

To continue to support and develop policies for social inclusion in all libraries.

To formulate a 5 year Library Development Plan.

To continue to improve the quality and standard of bookstock and non-book material.

To continue to improve access to Internet and Information Technologies and to develop a wider range of web services for remote/home users of Library Services.

To seek ways of developing optimum opening hours in order to provide improved access to library services.

To continue to provide Staff Training and Development programmes.

To Participate in Shared Services initiatives where appropriate, in order to maximise resources and to achieve improved efficiencies and services.

Manage the Performance Management Development Systems (PMDS) process.

To implement best practice Corporate Governance and Risk Management policies.

To support the ongoing development of Workplace Partnership.

To manage the organisation's responsibilities under Health & Safety legislation.

To secure the organisation's responsibilities under the Official Languages Act 2003 and help promote and develop the use of the Irish Language



**Corporate Services**

**Local Democracy**

**Human Resources**

**Corporate Support**

**Workplace Partnership**

**Financial Management**

**Motor Taxation**

**Information Systems**

# Local Democracy

## Our Goal

To support and facilitate the democratic structures including committees.

## Strategies

To ensure that our Elected Representatives are provided with the information, training, advice and facilities required by them to enable them to carry out their role.

To facilitate meetings of the Council and of Committees of the Council.

To actively promote and assist community and sectoral involvement in the development of the County through the work of the Strategic Policy Committees, the County Development Board and the Joint Policing Committee.

To facilitate the democratic process through:

- the preparation and publication of the Register of Electors,
- the appointment of polling places and the preparation and adoption of a polling scheme
- the conduct of Local Elections.

To provide support to our elected members who are nominated onto external committees in their role to facilitate liaison and linkage with other agencies, both local and regional.

# Human Resource Management

## **Our Goal**

We recognise our staff as one of our key resources and their proper management of critical importance to this organisation and to the effective implementation of this plan. We commit ourselves to developing and implementing a comprehensive human resource management plan which will assist all members of staff in realising their potential and build towards an organisation with the capability of providing an excellent service to this County.

## **Strategies**

To review, as required, our staffing structure in order to assess the expertise and numbers of personnel required to implement the goals and objectives contained in this plan, subject to the availability of resources and Departmental Approval.

To monitor our recruitment policy on an on-going basis in order to ensure its continued effectiveness.

To draft and implement an annual training programme for all members of staff and elected representatives which will deliver on the training requirements identified through the PMDS process and to review training needs on an on-going basis subject to available resources.

To implement the staff transfer policy in order to provide opportunities for staff to gain further experience and to meet with the skills/expertise requirements of the organisation.

To ensure the health, safety and welfare of staff through the active implementation of health and safety legislation and the progression of a staff welfare programme.

To ensure that all members of staff work in an environment that is free from discrimination, bullying, sexual harassment and inequality of opportunity thus enabling them to develop to their full potential.

To improve communications and encourage full participation by staff through the on-going work of the functional and cross functional teams.

To further enhance staff development and acceptance of responsibility through the appropriate delegation of functions.

To provide advice and information to staff in relation to their superannuation arrangements and to assist staff in their preparation for retirement.

To modernise HR/Superannuation and Payroll processes through the implementation of the new HR management system.

# Corporate Support

## Our Goal

To provide an efficient quality of support services to our customers, both external and internal, across a wide range of activities.

## Our Strategies

To provide an efficient, courteous and well informed service to our customers who access our services through the main Council switchboard or through our front-line Reception area.

To facilitate communications by members of the public and staff through continuous review of our telephone systems and services including landlines and mobiles.

To manage the distribution or postage as appropriate of mail including internal and external correspondence and electronic mail which is addressed to **secretary@northtippcoco.ie** ensuring compliance with confidentiality and Data Protection requirements.

To ensure that the Register of Electors is properly maintained and updated.

To administer the Department of Education & Science's Higher Education Grant Scheme in a way that meets with the needs of the students.

To implement a risk management programme aimed at reducing potential exposure to risk and limiting the associated implications for the organisation.

To ensure that adequate Insurance cover is in place for staff, property, fleet, public and all other appropriate areas.

To co-ordinate the preparation and subsequent implementation of the Corporate Plan and Customer Action Plan and to co-ordinate the collation, reporting and analysis of service indicators.

To provide information to the public on our services through co-ordination of the preparation and publication of our Annual Report.

To co-ordinate central purchasing of stationery and provide advice and support in relation to purchasing of goods and services in a manner which will facilitate the smooth operation of the Council's functions while ensuring compliance with relevant procedures and obtaining best Value for Money.

To ensure better availability and a higher standard of public services through Irish through preparation and implementation of an Irish Language Scheme in accordance with the Official Languages Act 2003.

To manage and maintain the facilities in the Civic Offices so as to best meet the needs of the public and staff.

# Workplace Partnership

## **Our Goal**

To strengthen and further enhance the partnership culture across North Tipperary Local Authorities

## **Strategies**

To continue the development and implementation of a workplace partnership plan consisting of policies, strategies and work programmes aimed at implementing change within the organisation through the partnership process and deliver on objectives in accordance with National Partnership Strategies.

To ensure that effective information and consultation arrangements continue to apply between staff, management and unions particularly with regard to the implementation of change.

To ensure that effective communication continues to take place between the Partnership Committee and all stakeholders in order to maximise awareness of partnership.

# Financial Management

## **Our Goal**

To ensure that all activities of this Council are based on sound financial management practices and comply with appropriate legislation and best accounting standards and practice so that all available resources are maximised and allocated in a manner that enables full implementation of all the strategies contained in this plan.

## **Strategies \***

To provide timely and accurate financial information and advice for all users to enable good decision-making.

To continue to support the development of an adequate internal control system in all Departments.

To monitor and control all income and expenditure.

To develop and promote good financial practice and implement efficient upgrades to the financial management systems (including Agresso/Payroll/Human Resources/Travel & Subsistence).

To implement the recommendations of the Value for Money studies where appropriate for North Tipperary County Council, including promoting efficiency and effectiveness throughout the organization in order to maximise limited resources.

To maximise usage of Working Capital.

\*We will implement all the strategies contained in this plan while attempting to meet the challenges presented by evolving economic uncertainty.

# Motor Taxation

## Our Goal

To provide the general public with a high quality, cost effective, inclusive and accessible customer service.

## Strategies

To provide a quality service in a fair, efficient and courteous manner.

To use available and emerging technologies to ensure maximum access, choice and quality of delivery in a cost effective manner.

# Information Systems

## **Our Goal**

To facilitate the implementation of the goals and objectives contained in the Corporate plan through the provision of a progressive and effective information and communication technological (ICT) service.

## **Strategies**

To introduce, enhance and support modern information and communications technology in the business functions of the organisation to help them to achieve their objectives.

To provide a secure and robust ICT infrastructural platform for the organisation.

To facilitate information sharing within the organisation and with our stakeholders.

To provide technical support service to Staff and Elected Members.

# Principal Activities

The principal activities of the Council are contained within 8 Service Divisions details as follows:

## **Housing and Building**

Provision Maintenance/Improvement of Local Authority Housing Units  
Housing Assessment, Allocation and Transfer  
Housing Rent and Tenant Purchase Administration  
Housing Community Development Support  
Administration of Homeless Service  
RAS (Rental Accommodation Scheme) Programme  
Housing Loans  
Housing Grants

## **Road Transport & Safety**

National Primary Road - Maintenance and Improvement  
National Secondary Road - Maintenance and Improvement  
Regional Road - Maintenance and Improvement  
Local Road - Maintenance and Improvement  
Public Lighting  
Traffic Management Improvement  
Road Safety Engineering Improvement  
Road Safety Promotion/Education  
Car Parking

## **Water Services**

Water Supply  
Waste Water Treatment

Collection of Water and Waste Water Charges

Public Conveniences

Admin of Group and Private Installations

### **Development Management**

Forward Planning

Development Management

Enforcement

Industrial and Commercial Facilities

Tourism Development and Promotion

Community and Enterprise Function

Unfinished Housing Estates

Building Control

Economic Development and Promotion

Property Management

Heritage and Conservation Services

Agency & Recoupable Services

### **Environmental Services**

Landfill Operation and Aftercare

Recovery & Recycling Facilities Operations

Litter Management

Street Cleaning

Waste Regulations, Monitoring and Enforcement

Waste Management Planning

Maintenance of Burial Grounds

Safety of Structures and Places

Operation of Fire Service

Fire Prevention

Water Quality, Air and Noise Pollution

### **Recreation & Amenity**

Leisure Facilities Operations

Operation of Library and Archival Service

Outdoor Leisure Areas Operations

Community Sport and Recreational Development

Operation of Arts Programme

### **Agriculture, Education, Health & Welfare**

Land Drainage

Veterinary Service

Educational Support Services

### **Miscellaneous Services**

Machinery Account

Stores Account

Administration of Rates

Franchise

Coroner Expenses

Operation of Markets and Casual Trading

Local Representation/Civic Leadership

Motor Taxation