



Comhairle Cathrach  
& Contae **Luimnigh**

**Limerick** City  
& County Council

Seirbhísí Corparáideacha,  
Comhairle Cathrach agus Contae Luimnigh,  
Ceanncheathrú Chorparáideach,  
Cé na gCeannaithe,  
Luimneach

Corporate Services,  
Limerick City and County Council,  
Corporate Headquarters,  
Merchants Quay,  
Limerick

**EIRCODE** V94 EH90

t: +353 (0) 61 557150

f: +353 (0) 61 415 266

22<sup>nd</sup> May, 2018.

**To: The Mayor and Each Member of Limerick City and County Council**

**Corporate Plan – Annual Progress Report 2017**

A Chomhairleoir, a chara,

Section 134 of the Local Government Act 2001, as amended, requires the Chief Executive to prepare an Annual Progress Report in respect of the Local Authority's Corporate Plan and such Report shall be submitted to the Elected Members.

I attach herewith copy of the Annual Progress Report which gives the progress under each action in respect of 2017.

Is mise le meas,

  
James Clune,  
A/Senior Executive Officer,  
Corporate Services.

16<sup>th</sup> March 2018



Comhairle Cathrach  
& Contae **Luimnigh**

**Limerick City**  
& County Council

# **Corporate Plan 2015 - 2019**

## **Annual Progress Report 2017**

**Prepared by Corporate Services Department**  
**LIMERICK CITY AND COUNTY COUNCIL**

## **Table of Contents**

Introduction	Page 2 - 6
Team Communication Approach Chart	Page 7
Progress Report	Page 8 - 19
Business Plan 2017 – 2019	Appendix 1

## **Introduction**

The Local Government (Reform) Act 2014 provides for the publication of the **Corporate Plan** which sets out the Council's "vision", "strategy" and "aims" for the term of the Council. The act also provides for the preparation of an Annual Progress Report on activities under the plan.

The **Corporate Plan** is a high level strategic plan which was approved by the Council in early 2015 covers the period from 2015 to 2019 and sets the strategic direction for the Council during its term of office. The strategic direction is delivered under the leadership of the Management Team. This team is supported by a Strategic Development Policy Group, comprised of the three strategic policy directorates of the Council (Social Development, Physical Development and Economic Development), Customer Services, Service Operations, Support Services, Culture & Arts and the Business Improvement unit. Services delivered on a regional basis operate within the framework of the Regional Services Directorate whilst the Hap Shared Services Centre operates on a national basis.

To assist in the delivery of the Council's aims / strategies as set out in the Corporate Plan, a Business plan 2017 -2019 was developed by the Management Team to provide for the transfer of the high-level strategies from the Corporate Plan down to Directorate level and subsequently to Department team plans and individual performance management and development plans (PMDS). The Business Plan takes the seven high level aims from the Corporate Plan and sets out a number of priority actions under each aim for action by the appropriate Directorate. The Annual Progress Report for 2017 gives the progress under each action in respect of 2017.

## Corporate Plan 2015 - 2019

### 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
- That Limerick is the desired location for business development, cultural enrichment and educational opportunity.
- That Limerick and the Mid-West are competitive with other European locations in terms of business, tourism, quality of life and investment.

## **Corporate Plan 2015 - 2019**

### **Our Strategy**

#### **We will:**

- Empower the people of Limerick to participate in the development of their community, both rural and urban.
- Create a pro-business environment for sustainable economic development and job creation.
- Create a new model of local governance and service delivery based on excellence in council leadership.

## Corporate Plan 2015 - 2019

### Our Aims:

- BP 1. Build a city and county council that is recognised as ambitious for the people of Limerick
- BP 2. Actively engage with our communities.
- BP 3. Work with our colleagues across the public sector and our partners in the private sector to deliver on a shared commitment to Limerick as set out in the Charter for Limerick.
- BP 4. Build our economy and create opportunity in Limerick.
- BP 5. Be efficient, effective and committed to providing services that will underpin an innovative Limerick.
- BP 6. Invest in Limerick's infrastructure and protect its natural and built environment and unique heritage.
- BP 7. Promote a socially integrated, healthy and safe Limerick.

## **Annual Progress Report 2017**

Section 134 of the Local Government Act 2001, requires the Chief Executive to prepare an annual progress report in respect of the Local Authority's Corporate Plan and such report shall be submitted to the Elected Members.

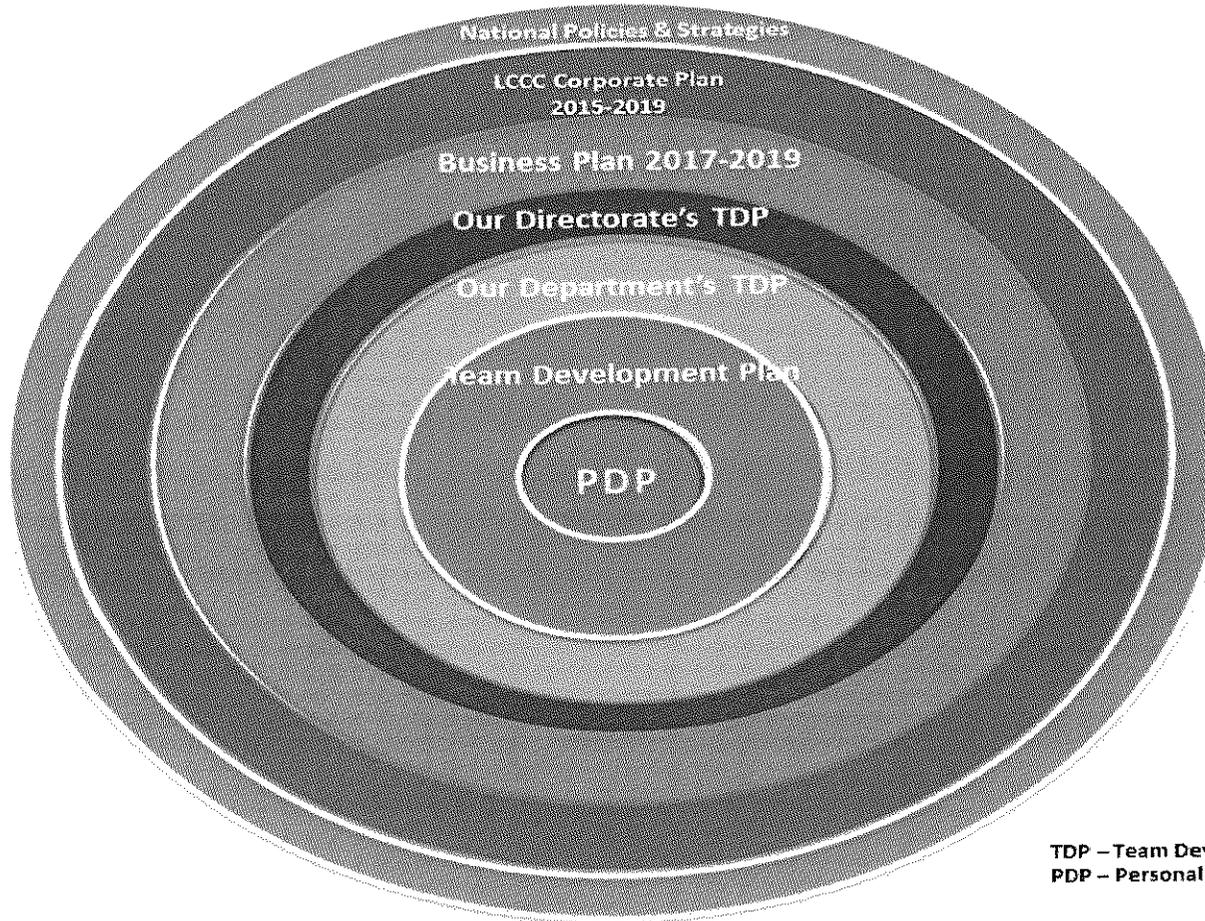
To assist the above process a Business Plan was prepared in 2017 by the Management Team, supported by proactive engagement across the organisation for the period 2017 – 2019 to put in place the main priorities at a strategic level for this period. It is based upon the corporate aims of the Council set out in the Corporate Plan 2015 – 2019 as well as consultative process within the Council involving the various Directorates.

In accordance with the policies as set out in “Putting People First” and the requirements as set out in the Local Government (Reform) Act 2014, it was necessary to provide that a process is in place within the organisation to translate the high level goals and aims as set out in the Corporate Plan down to Directorate, Department, Team and Individual level. This links in with the Performance Management Process rolled out across the Local Government Sector. The interlinked relations are set out in Team Communication Approach Chart below.

The outturn for 2017 is presented in accordance with the Aims (1-7) and the priority actions as set out in the Business Plan 2017 – 2019 (see Appendix 1)

# Team Communication Approach Chart

## Team and Personal Development Plan Connections



TDP – Team Development Plan  
PDP – Personal Development Plan

# Progress Report 2017

Limerick City and County Council Priorities Corporate Plan 2015-2019	Directorates 2017 Outturn
<b>Aim 1 Build a City and County Council that is recognised as ambitious for the people of Limerick.</b>	
<b>BP 1.1</b> Finalise an LCCC Customer Service Strategy. Develop customer service performance indicators and metrics that can be embedded into a performance management system to deliver the best customer service experience in the public sector	<b>Support Services:</b> Customer Service Strategy being developed to take account of the customer service programme being developed across the authority.
<b>BP 1.2</b> Continue to work with the SPC's and the full Council with increased emphasis and focus on the development of plans, strategies and programmes. <b>Invest in Limerick's infrastructure, protect its natural and built environment and unique heritage mix.</b>	<b>Regional Services:</b> The Culture & Art Working Group developed new policy for recommendation to Council. As a result a new Cultural SPC held its inaugural meeting on 12th December 2017. Proposals for the allocation of €600,000 received approval from the Council in November 2017. <b>Economic Development:</b> Completed: NPF: RSES: Digital Strategy presented: Updates on Food and LEO ops also <b>Support Services:</b> SPC's and JPC in place and operating effectively on a bi-monthly meeting cycle. Reporting system in place to Full Council at each "ordinary" meeting through report from SPC Chairman. New Culture and Arts SPC established in September 2017. Budget 2018 completed and adopted including 3 year Capital Budget 2018-2020. AFS 2016 was presented to Council with overexpenditure report and capital transfers without amendment. Council approval obtained for €170m of European funding for Limerick 2030.
<b>BP 1.3</b> Deliver strategic direction and highlight strategic issues through Management Team e.g. National Planning Framework	<b>Economic Development:</b> Local Plan Variations & NPF and RSES Submissions Made To Council, SPC, Mgmt Team
<b>BP 1.4</b> Deliver on 3 year Council Capital Investment Programme 2017-2019 including projects relating to social and transport investment	<b>Support Services:</b> 3 year capital budget prepared and sent to Council. Capital budgets being assigned to Capital Job Codes and also level of Capital Debtors being reviewed. Working with Business Improvement Unit on development of Finance aspect of Project Management Tool.
<b>BP 1.5</b> Undertake a demonstration action on robotics in the HAP Shared Services Centre	<b>HAP SSC:</b> D/PER cofunding received and project on target. Completion date Quarter 1 2018.
<b>BP 1.6</b> Enhance role of marketing and communications – produce and implement a new Communications Strategy	<b>Economic Development:</b> Proactive Media & Comms Mgt. Limerick.ie launched and Website awarded Major accolade

<b>Aim 2 Grow our economy and create opportunity in Limerick.</b>																												
<b>BP 2.1</b> Deliver the Limerick 2030 job creation programme through our innovation, FDI, LEO and tourism platforms to enable 1500 jobs to be created including 500 in the City.	<b>Economic Development:</b> 2991 jobs announced, 1707 direct, 1080 Construction, 204 Retail, incl 4 new City Investments																											
<b>BP 2.2</b> Deliver on our tourism strategy to expand visitor and revenue generation for Limerick	Economic Development: Tourism Strategy draft.																											
<b>BP 2.3</b> Implement the job creation and investment actions in the Limerick Regeneration Framework Implementation Plan with the following key outcomes::																												
<ul style="list-style-type: none"> <li>Create 100 new jobs per year together with public, private and community sector</li> </ul>	<p><b>Social Development:</b> Jobs created in Regeneration through collaboration with community groups, DSP, LCETB, Mid West Action Plan for Jobs, Innovate Limerick &amp; Private sector.</p> <table border="1"> <thead> <tr> <th>Promoter</th> <th>Full-time</th> <th>Part-time</th> </tr> </thead> <tbody> <tr> <td>Roadbridge</td> <td>10</td> <td>2</td> </tr> <tr> <td>Talk House</td> <td>4</td> <td></td> </tr> <tr> <td>Iceland (LES)</td> <td>35</td> <td></td> </tr> <tr> <td>Hospitality</td> <td>60</td> <td>30</td> </tr> <tr> <td>Troy-NBC Universal</td> <td></td> <td>8</td> </tr> <tr> <td>Treaty Steel</td> <td>4</td> <td></td> </tr> <tr> <td>St. Marys Aid</td> <td>24</td> <td></td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>137</b></td> <td><b>40</b></td> </tr> </tbody> </table> <p>Nicholas St:                      Fireplace Site – phase 2 of stabilisation works commenced and completed, consultation with councillors completed, phase 3 commencing now.                      Units 24 &amp; 25 – 20 year leasing arrangement with Treaty City Brewery being prepared by Property, tender process completed for 8 to 10 weeks stabilisation works, capital appraisal submitted, will start Jan 2018.                      Unit 27 - Mens Shed completed, waiting for licence to be signed.                      Unit 35 – published expressions of interest, no interest received. Tender documents completed for refurbishment.</p>	Promoter	Full-time	Part-time	Roadbridge	10	2	Talk House	4		Iceland (LES)	35		Hospitality	60	30	Troy-NBC Universal		8	Treaty Steel	4		St. Marys Aid	24		<b>TOTAL</b>	<b>137</b>	<b>40</b>
Promoter	Full-time	Part-time																										
Roadbridge	10	2																										
Talk House	4																											
Iceland (LES)	35																											
Hospitality	60	30																										
Troy-NBC Universal		8																										
Treaty Steel	4																											
St. Marys Aid	24																											
<b>TOTAL</b>	<b>137</b>	<b>40</b>																										
<ul style="list-style-type: none"> <li>Develop economic indicators to review performance</li> </ul>																												
<ul style="list-style-type: none"> <li>Increased level of private sector engagement in enterprise, training, work experience &amp; employment development resulting in employer placement</li> </ul>																												
<ul style="list-style-type: none"> <li>Provide skills training programmes that are sector focussed – hospitality, film, food, construction</li> </ul>																												
<ul style="list-style-type: none"> <li>Develop and increase focus on the monitoring and stewardship of the social contract clause</li> </ul>																												

<b>BP 2.4</b> Implement the LCCC economic actions in Local Economic and Community Plan to meet already agreed	<b>Economic Development:</b> Actions completed
<b>BP 2.5</b> Achieve greater collaboration and understanding across local and national agencies on the social and economic benefits of investing in culture by securing additional funding and identifying job creation initiatives.	<b>Regional Services:</b> A new scheme of grants was introduced via open call in 2017 for Festivals & Events. 46 events will receive funding support in the amount of €242,900. Funding was also provided for a Strategic Development Programme which a number of event organisers will benefit from. Capital Library grant of €163,000 for I.T & Book Stock received in 2017.
<b>Aim 3 Invest in Limerick's infrastructure; protect its natural and built environment and unique heritage mix.</b>	
<b>BP 3.1</b> Input into Ireland 2040 National Planning Framework	<b>Regional Services:</b> In partnership with Limerick City and County Council, 4 successful funding applications received €596,097 from the Department of AHG Culture Capital Scheme (Belltable, Dance Limerick, Limerick City Gallery of Art, Fidget Feet). New museum opened at Franciscan Friary in April 2017. <b>Economic Development:</b> FP & DD actively managing programme. Active and proactive mgmt of issue by FP team at local, Regional & National level
<b>BP 3.2</b> Advance and develop public realm projects under the Living Cities initiatives, Town and Village Renewal Schemes, Clár Programme, Limerick 2030, to connect new opportunities.	<b>Economic Development:</b> New Public Realm Unit Est and working cross division to enable project delivery
<b>BP 3.3</b> Deliver Rebuilding Ireland (private and social housing targets), widen delivery and funding mechanisms (including private sector Approved Housing Bodies AHBs) and review availability of quality of life supports with other public service organisations.	<b>Social Development:</b> SHIP Purchases - 41 Part V - 7 Long Term Leases - 19 CALF Turnkey - 20 (Ard Aulinn - 7, Castlecourt Castleconnell 8, NOVAS x5) CAS Purchases - 32 CAS Construction - 6 Homeless Family Units - 30 Total 155.
<b>BP 3.4</b> Devise mechanisms using the 'housing first' approach to move people out of homelessness and utilise supports of AHBs	

<p><b>BP 3.5</b> Acquire family hubs (with 24/7 AHB support) to accommodate 32 families as a transition from homelessness to independent living</p>	<p><b>Social Development:</b> Planned and implemented Homelessness Project in conjunction with Service Operations and DHPLG to provide 88 units with all allocations supported by AHBs: 38 houses refurbished (14 regeneration, 14 casual vacancies, 10 major refurbishments) Maldron Family Hub (30 families), refurbishment &amp; sale being finalised by 15th Dec. Focus Ireland appointed to manage. Twin Oaks acquired, refurbished &amp; allocated to 10 families, managed by Mid-West Simon. Phoenix Lodge refurbished &amp; ready to be allocated (replacement for emergency accommodation for singles – units for singles will not be delivered by contractor until Jan 2018) Leased 6 private houses in Thomond Village student complex</p>
<p><b>BP 3.6</b> Establish new homeless emergency accommodation in 2017 (20 units) to cater for increasing numbers presenting as homeless</p>	<p><b>Social Development:</b> Planned and implemented Homelessness Project in conjunction with Service Operations and DHPLG to provide 88 units with all allocations supported by AHBs: 38 houses refurbished (14 regeneration, 14 casual vacancies, 10 major refurbishments) Maldron Family Hub (30 families), refurbishment &amp; sale being finalised by 15th Dec. Focus Ireland appointed to manage. Twin Oaks acquired, refurbished &amp; allocated to 10 families, managed by Mid-West Simon. Phoenix Lodge refurbished &amp; ready to be allocated (replacement for emergency accommodation for singles – units for singles will not be delivered by contractor until Jan 2018) Leased 6 private houses in Thomond Village student complex</p>
<p><b>BP 3.7</b> Deliver 600 new units by 2018 under the current housing capital programme</p>	
<p><b>BP 3.8</b> Deliver 245 new units by 2019 (10 in 2018) and deliver 128 part v units by 2019 and bring 56 voids back into use</p>	<p><b>Social Development:</b> 155 delivered in 2017.</p>
<p><b>BP 3.9</b> Support Approved Housing Bodies (AHBs) to deliver 42 new units, 111 units under acquisitions and 47 units by lease</p>	<p><b>Social Development:</b> 58 delivered directly by AHB's in 2017.</p>
<p><b>BP 3.10</b> Deliver 514 new units under Regeneration Programme by 2019</p>	
<p><b>BP 3.11</b> Design, develop and implement project management tool for management of the housing programme with Service Operations and Digital Strategy</p>	<p><b>Social Development:</b> Progressed in 2017</p>

<p><b>BP 3.12</b> In 2017 progress 20 sites owned by LCCC for the purpose of social, low cost housing &amp; private housing to deliver 1100 units of social and private accommodation by 2021</p>	<p><b>Social Development:</b> New Projects. Sites agreed with economic and physical. 7 identified for Rapid Build. 15 capital appraisals submitted to DHPLG (189 units), 9 approved (125 units, €26,858,511), approval imminent on 4. 4 additional sites identified for progression.</p>
<p><b>BP 3.13</b> Procure and complete condition survey and capital expenditure report for all social housing stock in 2017.</p>	<p><b>Social Development:</b> Tender for Condition Survey &amp; Capital Expenditure Report prepared and advertise by Service Operations. Survey will commence Q1 2018.</p>
<p><b>BP 3.14</b> Prepare 10 year traveller accommodation capital programme detailing short term (year1-3), medium term (year 4-6) and long-term (year 7-10) objectives.</p>	<p><b>Social Development:</b> Identified the capital works required on 11 sites and presented findings to the DHPLG. Submitted 4 and received approval for 4 sites to commence capital works. Working with Service Operations on remedial works to remaining sites.</p> <p>Internal LCCC inter-departmental traveller steering group with inter-agency input.</p> <p>Exploring options with CENA for progressing traveller accommodation.</p>
<p>Advance the Council Infrastructure Plan:</p>	
<p><b>BP 3.15</b> Establish route for the Limerick Southside Connectivity Project (M7 &amp; M20 link)</p>	
<p><b>BP 3.16</b> Advance the Northern Distributor Road Project</p>	
<p><b>BP 3.17</b> Advance the O'Connell Street Revitalisation Project</p>	
<p><b>BP 3.18</b> Advance the Limerick to Foynes Road Project</p>	
<p><b>BP 3.19</b> Advance the Parnell Street Re-development</p>	
<p><b>BP 3.20</b> Promote and advance the Limerick to Cork Motorway</p>	
<p><b>BP 3.21</b> Advance the delivery of key flood protection infrastructure with OPW - CFRAMS</p>	
<p><b>BP 3.22</b> Carry out a business process review of the Fire &amp; Emergency Services to ensure we are delivering a consistent quality and cost effective service</p>	<p><b>Regional Services:</b> Review commenced.</p>
<p><b>BP 3.23</b> Work through the Service Level Agreement with Irish Water to ensure that Limerick performs well under it</p>	<p><b>Regional Services:</b> Limerick continues to deliver on the SLA Agreement. During 2017 IW indicated that it intends to locate a new regional Capital Office in Limerick</p>

<p><b>Aim 4 Promote a socially integrated, healthy &amp; safe Limerick.</b></p>	
<p><b>BP 4.1</b> Review and enhance the estate management policy to support the objectives of Rebuilding Ireland through smarter use of internal resources and integration with policing, CCTV and communities</p>	<p><b>Social Development:</b> Contract signed with Roadbridge (€426,121) through Digital Strategy for expansion of CCTV across the County. The project shall consist of the installation, commissioning and setting to work of a complete "smart" IP CCTV system. The installations shall include approx. 70 CCTV cameras, servers, 35 CCTV columns, communication networks and all associated electrical works, to be deployed across various locations within 14 towns in Limerick County. The project scope shall also include all related Civil and Builders works to include formation of column support bases and trenching to connect column locations to utilities such as ESB Networks and broadband. The contractor shall also be required to perform the role of PSCS and manage all health and safety requirements of the project. The Contract scope of works shall include liaison with LCCC area engineers, ESB Networks and LCCC broadband utility service providers. Discussions commenced with the DHPLG re additional resource for tenancy sustainment.</p>
<p><b>BP 4.2</b> Implement Age Friendly, Intercultural Cities, Healthy Limerick and Living Cities, strategies &amp; programmes in collaboration with external partners</p>	<p><b>Regional Services:</b> Walking Limerick - Luimneach ag Siúl a programme of 21 free guided walking tours for Cruinniú na Cásca - citizens were invited to explore the history of the landscape through an act of collective walking <b>Social Development:</b> Age Friendly - Hosted the National Convention of Older Peoples Councils of Ireland. Reviewed implementation of Age Friendly Limerick Strategy with task managers across LCCC. LCCC lead on 18 objectives: at advanced stage with 12, remaining 6 to be completed over the remaining 2 years of the programme. Specific actions delivered: Grove Island Hoist; Walkability Study; Age friendly seating in Cappamore/Kilmallock MD area; Exercise equipment for older people in Abbeyfeale; Part funded sensory garden and walk in Cappamore. Intercultural Cities - signed up to Council of Europe Intercultural Cities Programme. Learning Limerick - Launched Learning Limerick Strategic Plan. Healthy Limerick - Launch of Healthy Limerick with over 100 organisations attending. LCCC signed up to Healthy Cities and Counties network (under WHO). LCDC signed up to Healthy Ireland Network. €100K approved for 14 Healthy Limerick actions led by a range of community &amp; voluntary groups. 3 inter-agency meetings to progress actions under the LECP: transport for job seekers; park and stride/ride; promote Limerick as a learning region in line with limerick.ie.</p>

<p><b>BP 4.3</b> Review provision of recreation and leisure facilities against the National Physical Activity Plan and other relevant strategies and prepare implementation plan</p>	<p><b>Social Development:</b> Implementation Plan being considered in consultation with the LSP. Focus on LA Actions identified in National Physical and Recreation Plan. Working Group established to develop a Play Strategy for Limerick, which will align with the Recreation Strategy.</p>
<p><b>BP 4.4</b> Develop partnerships with key stakeholders for the development and delivery of an increased number of quality festivals and events</p>	<p><b>Regional Services:</b> New governance and MOU procedures in place to ensure data capture of investment. Increased in audience numbers at Riverfest +20%. Partnership agreement with ETB's &amp; Library Service signed in December 2017</p>
<p><b>BP 4.5</b> Develop a model for sustainable community hubs. Review the models provided from the regeneration areas and St Munchin's Community Centre and identify a model of best practice. Support the regeneration communities to put new governance structures in place to support the development of the hubs</p>	<p><b>Social Development:</b> Development of community hubs and governance structures: Consultant (W2) appointed to do Business Case to identify stakeholders and review governance structures. Kings Island – stakeholders meetings at advanced stage, complete Q1 2018. OLOL will commence in Q2 2018. Southill - 25 years lease on the school finalised. Q2 2018. Moyross will commence Q3, 2018.</p>
<p><b>Aim 5 Actively engage with our communities.</b></p>	
<p><b>BP 5.1</b> Monitor that the Public Participation Network PPN is working effectively for all our consultation and participation processes. Work with the PPN secretariat to develop a work programme to support effective engagement by the Council and the PPN. Arrange for training to be provided as necessary.</p>	<p><b>Social Development:</b> Workplan 2017 agreed. Monthly meetings with the Secretariat and monitoring of work. Appointment of facilitator to develop role. Facilitation of linkage group meeting. Continued support to the PPN re the recruitment process but not progressing.</p>
<p><b>BP 5.2</b> Develop a platform for digital engagement – launch of <a href="http://www.limerick.ie">www.limerick.ie</a> including a mylimerick platform for customers and councillors that is linked to SugarCRM. Launch of mobile app for SugarCRM</p>	

<p><b>BP 5.3</b> Support the Local Community Development Committee LCDC in the roll out of the Local Economic &amp; Community Plan and the Leader and Social Inclusion and Community Activation Programme SICAP programmes.</p>	<p><b>Social Development:</b> Midterm review and end of year review of the SICAP targets (implemented by the LDCs) is completed including management &amp; oversight of fund, review the indicators and recommend to POBAL for payment. SICAP – tender process completed for 2018 programme and awarded to the 3 LDCs. Leader – LDCs paid for the administration of the leader programme 3 months in advance, funds recouped from the Dept based on the expenditure report from LDCs. Leader – 2 targeted calls for proposals (community facilities and social enterprise): 8-9 projects approved by the LCDC. 2 Independent Evaluation Committees established to evaluate the projects. 3 internal projects from Ballyhoura approved by LCDC. Carry out article 48 checks on the national CRM system before advancing to POBAL for payment</p>
<p><b>BP 5.4</b> Mobilise resources in every sector to promote inclusive learning from basic to higher education and maximise the benefits of the UNESCO Learning City Award</p>	<p><b>Social Development:</b> Learning City UNESCO award received September 2017; Learning Limerick Strategic Plan launched</p>
<p><b>Aim 6</b> Work with our colleagues across the public sector and our partners in the private sector to deliver on a shared commitment to Limerick as set out in the Limerick Charter.</p>	<p><b>Economic Development:</b> Active engagement with development agencies for job creation &amp; investment dev</p>
<p><b>BP 6.1</b> Deliver a new Development Contribution Scheme</p>	<p><b>Economic Development:</b> Completed</p>
<p><b>BP 6.2</b> Undertake consultation phase for new Limerick Development Plan</p>	<p><b>Economic Development:</b> Phase 1 preparatory work designed</p>
<p><b>BP 6.3</b> Work with our external partners (AGS, HSE, Local Development Companies, Higher Education Institutions, Limerick Chamber, voluntary organisations, Education &amp; Training Board, Dept of Education, Age Friendly Alliance, Children and Young Person's Services Committee) to implement the physical, social and economic objectives of the Local Economic &amp; Community Plan.</p>	<p><b>Social Development:</b> LCCC support the monthly meetings of the LCDC to oversee the implementation of the LECP.</p>
<p><b>BP 6.4</b> Work with our local authority colleagues in Clare and Tipperary together with the HSE and the approved housing bodies (the Regional Homeless Action Team) to plan, prepare and manage our services to people presenting as homeless and to use a 'housing first' approach to transition people from homelessness to independent living.</p>	

**BP 6.5** Find mechanisms through collaboration with the private sector to deliver housing units and housing supports under the Rebuilding Ireland Programme (de-risk 20 LCCC owned sites and agree approach to development in 2017)

**Social Development: NEW HOUSING CAPITAL PROGRAMME**

Strategic Development & Management Plan for sites in Limerick City completed and submitted to the DHPLG.

**New Projects**

Sites agreed with economic and physical. 7 identified for Rapid Build.

15 capital appraisals submitted to DHPLG (189 units), 9 approved (125 units, €26,858,511), approval imminent on 4. 4 additional sites identified for progression.

**Public Land Activation**

Adare site (7 hectares, 150 units subject to planning) and Parnell St site (0.15 ha, landmark corner site potential for 4-5 storeys – 7 units) going out for expressions of interest on 14th Dec (advertised). In final stages of obtaining freehold on Guinness site (60 units).

**Re-Zoning**

Process commenced with Economic Development on re-zoning 7 sites (80 units) & Kennedy park (60 units). Will be completed Q.2 2018.

**Private Contractors**

Advertised for expressions of interest looking for lands with planning permission, turnkeys and unfinished developments.

**Housing Acquisitions**

50 units acquired, 100 Part V – awaiting clarification on exact numbers

**Leasing**

Direct leasing by LCCC - awaiting clarification on exact numbers

Facilitate AHBs to lease - awaiting clarification on exact numbers

**CURRENT HOUSING CAPITAL PROGRAMME – 41 projects approved**

Lord Edward St.(79 units) & Hyde Road (20 units) completing Dec 2017

3 projects being considered for Part 8 at Dec Metropolitan Meeting

7 projects due to be considered for Part 8 MD decision Q1 2018

**Regeneration – Approved Housing Bodies**

Novation of first scheme (Cosgrave Park) expected to be approved by the DHPLG in Dec 2017 – following extensive collaboration between AHB, HFA, DHPLG, LCCC.

<p><b>BP 6.6</b> Promote individual and community well being through the delivery of the Creative Ireland Programme and Cultural Strategy at a local level</p>	<p><b>Regional Services:</b> Increased cross departmental collaboration in the delivery of 18 projects under the Limerick Culture and Creativity plan as part of Creative Ireland, a culture-based programme designed to promote individual, community and national wellbeing. National Programme- Healthy Ireland at the library launched in December 2017</p>
<p><b>BP 6.7</b> Work with the Local Strategic Advisory and Monitoring Group (DSP, AGS, HSE, community sector, DHPCLG, Dept. of Education, TUSLA, PAUL Partnership) to implement the physical, social and economic objectives of the Limerick Regeneration Framework Implementation Plan.</p>	<p><b>Social Development:</b> LCCC continue to support the LSAMG to oversee the implementation of the LRFIP Plan. Model of Civic Engagement has been completed by working group comprising LCCC, Paul Partnership &amp; DSP through collaboration with Civic Engagement Development Group and tested in Regeneration and approved by the LSAMG</p>
<p><b>BP 6.8</b> Ensure Major Emergency Management Preparedness</p>	<p><b>Regional Services:</b> Work on emergency management preparedness is ongoing. During 2017 Limerick responded well to ex hurricane Ophelia and Storm Brian</p>
<p><b>BP 6.9</b> Meet Rebuilding Ireland: Action Plan for Housing and Homelessness targets as set out (and amended) by Government</p>	<p><b>HAP SSC:</b> 17,916 new HAP tenancies established in 2017, exceeding the RBI target by 20%</p>
<p><b>BP 6.10</b> Work with Irish Water and other sectoral interests in developing a National Joint Strategy for Laboratories that sees Limerick remain as an Irish Water 'super' laboratory</p>	<p><b>Regional Services:</b> Limerick has been declared as the preferred location for one of IW's national laboratories.</p>
<p><b>BP 6.11</b> Work with Camp - C Tri Project Board to ensure that Limerick remains the national lead authority for the replacement of communication equipment across 3 Regional Control Centres</p>	<p><b>Regional Services:</b> Ctri' Project progressing satisfactorily and Limerick delivering as the national lead authority for the replacement of communication equipment across 3 regional control centres.</p>
<p><b>BP 6.12</b> Work with Camp - C Tri Project Board to ensure implementation of new governance structure in MRCC</p>	<p><b>Regional Services:</b> New Governance structure in place in MRCC.</p>
<p><b>BP 6.13</b> As joint lead authority with Tipperary, work with local authorities in the Southern Region in the achievement of targets as set out in the Southern Region Waste Management Plan 2015-2021</p>	<p><b>Regional Services:</b> Southern Regional Waste Management Office achieved its target for 2017.</p>
<p><b>Aim 7 Be efficient, effective and committed to providing services that will underpin an innovative Limerick</b></p>	
<p><b>BP 7.1</b> Deliver the key projects identified for in the Smarter Working Business Improvement Strategy 2017-2019:</p>	<p><b>Service Operations incl Business Improvement:</b> Strategy in place and key project identified</p>
<p><b>BP 7.2</b> 8 Steps of Business Improvement in each Department:</p>	<p><b>Service Operations incl Business Improvement:</b> See below</p>
<p>Step 1 - Services and functions defined for each department</p>	<p><b>Service Operations incl Business Improvement:</b> Refinement continued</p>
<p>Step 2 - Business Process Improvements being continuously implemented</p>	<p><b>Service Operations incl Business Improvement:</b> Improvement projects identified and underway in several depts</p>
<p>Step 3 - Risk Register regularly updated</p>	<p><b>Service Operations incl Business Improvement:</b> More strategic approach to risk registers planned</p>

Step 4 - Team Communication Approach active	<b>Service Operations incl Business Improvement:</b> Rolled out across the organisation
Step 5 - Operational Level Agreements between departments in place and active	<b>Service Operations incl Business Improvement:</b> Draft OLAs prepared
Step 6 - Key Performance Indicators and Service Targets defined for each department	<b>Service Operations incl Business Improvement:</b> Limited progression
Step 7 - Customer Requests on Sugar CRM and Service Integration with Customer Services in place (where relevant)	<b>Service Operations incl Business Improvement:</b> Monitoring and improvements to existing integrations
Step 8 - Workforce Planning active	<b>Service Operations incl Business Improvement:</b> Recruitment business cases being used by all depts
<b>BP 7.3</b> Records Management System (Electronic Data Records Management System)	<b>Service Operations incl Business Improvement:</b> Project development commenced
<b>BP 7.4</b> Case Management for Improved Customer Service on SugarCRM in particular for Maintenance Services	<b>Service Operations incl Business Improvement:</b> Project development commenced
<b>BP 7.5</b> Financial Management Improvement Programme	<b>Service Operations incl Business Improvement:</b> A no. of improvements such as LPV and CCAS training delivered
<b>BP 7.6</b> Staff Development Programme	<b>Service Operations incl Business Improvement:</b> Programme drafted awaiting approval
<b>BP 7.7</b> Strategic Workforce Planning and the Consolidation of Staff Information Systems	<b>Service Operations incl Business Improvement:</b> Planning underway
<b>BP 7.8</b> Insight Limerick - Central Repository for Data, Maps, GIS database, Analytics and Reports	<b>Service Operations incl Business Improvement:</b> Progressing well
<b>BP 7.9</b> LCCC Project Management Approach	<b>Service Operations incl Business Improvement:</b> Project development commenced
<b>BP 7.10</b> ICT & Digital Strategy Improvement Plans including the Capital Funding Plan 2016-2020	<b>Service Operations incl Business Improvement:</b> Progressing well
<b>BP 7.11</b> Implement effective financial management policies and procedures that allow the Council to secure resources and maximise return on investment – Low Value Purchase Card review; Improved use of CCAS to ensure good budget management system by budget holders.	<b>Support Services:</b> Test system for LVP in place - rollout of system will be Quarter 1, 2018. Continue to use Intelagent as means of alert Revenue Budget spend and also continue to close job codes that are reaching their budget limit. Continue increasing awareness to Budget holders of CCAS.
<b>BP 7.12</b> Put in place strategic workforce planning for staff and services that future proofs the organisation for changing requirements and competencies	<b>Support Services:</b> Work force planning is underway. We are progressing with a data analytics provider, also in discussions with Department regarding WFP requirements over lifetime of plan and also yearly staffing requests where applicable.
<b>BP 7.13</b> Progress office accommodation upgrades - Finalise the design and agree schedule for Dooradoyle by end 2017 and Merchant's Quay by 2018/19	
<b>BP 7.14</b> Provision of management training, development & mentoring at middle management level i.e. Grades 5/6/7 analogous	<b>Support Services:</b> To be progressed in Quarter 2018. Programme devised in Quarter 4 2017.

<p><b>BP 7.15</b> Implement effective corporate governance and risk management policies including associated companies</p>	<p><b>Support Services:</b> Improvements in relation to corporate governance being rolled out on an on-going basis across the organisation. Audit Committee operating effectively in relation to monitoring and improvement of processes. Corporate Risk Register in place and reviewed on a Quarterly basis. Risk Register in place for each Directorate and up-dated on a quarterly basis. Policy in place for review of governance in relation to Associated Companies and training programme rolled out for Council staff / Members appointed as Directors of any such companies.</p>
<p><b>BP 7.16</b> Adoption and implementation of Limerick Digital Strategy – Smart Limerick Digital City – Limerick to be in first phase of National Broadband Plan</p>	<p><b>Support Services:</b>  <b>Extended Fibre Infrastructure</b>                      Bedford Row to Watchhouse Cross Library, Northside Regeneration &amp; Moyross Community Enterprise Centre.                      City Art Gallery to Culture House.                      New Museum Henry Street.  <b>Video Conferencing</b>                      Installed in MQ, DD &amp; Patrick Street.                      Integrates with VoIP Phone System.                      Capability to VC from Soft Phone on Desktop.  <b>New VoIP Phone System installed</b>                      830 Phones over 13 Sites.                      Contact Centre (CISCO Finesse) in place for Customer Services, HAP, ICT, and Major Incident Helpline.  <b>Limerick.ie Free Public WiFi</b>                      Three Access Points along Bishop's Quay\Howley's Quay.                      One Access Point at Junction of Henry Street &amp; Bedford Row.                      Two Access Points in People's Park.  <b>Microsoft Office 2016</b>                      Commenced rollout - 40% of users including Introductory Training.</p>

# Limerick City and County Council

## Business Plan 2017-2019



Comhairle Cathrach  
& Contae **Luimnigh**

---

**Limerick** City  
& County Council

Prepared by Business Improvement Unit  
April 2017

## Introduction

The Corporate Plan 2015-2019 of the Council sets out that the citizens of Limerick are supported by a professional, proactive and accessible Council which continues to inspire and motivate all to participate in the development of their individual communities. The Plan sets an overriding vision for the Council which underpins the day to day delivery of all council services and provides the overarching platform for council leadership across the public service at local level and engagement with national policy developments which impact the daily lives of the people of Limerick. The Council's vision for Limerick is 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.
- Limerick is acknowledged for the inclusive participation of all citizens in the development of their community.
- Limerick is the desired location for business development, cultural enrichment and educational opportunity.
- Limerick and the Mid-West are competitive with other European locations in terms of business, tourism, quality of life and investment.

To achieve the vision for the Council there are seven overarching aims which have allowed the Council to totally re-organise its day to day business and how it plans for the long-term. Broadly, these aims reflect the need to actively engage with both elected members and the wider community and council stakeholders. Such engagement, given it is so focused on the delivery of services, has to be solution based in regard to those stakeholders and communities. In addition however, the Council has to be alert to national expectations and the need for a sustainable financial platform. Reaching national targets is an expected outcome from the reforms of recent years so it must be at the heart of what the council's approach to service delivery will be in 2017 and onwards to 2019. A successful delivery of these aims will sustain the Council's credibility at both local and national level. The Council's aims are therefore to:

1. Build a City and County Council that is recognised as ambitious for the people of Limerick.
2. Grow our economy and create opportunity in Limerick.
3. Invest in Limerick's infrastructure, protect its natural and built environment and unique heritage mix.
4. Promote a socially integrated, healthy and safe Limerick.
5. Actively engage with our communities.
6. Work with our colleagues across the public sector and our partners in the private sector to deliver on a shared commitment to Limerick as set out in the Limerick Charter.
7. Be efficient, effective and committed to providing services that will underpin an innovative Limerick.

Strategic direction in the Council is delivered under the leadership of the Management Team, which is itself supported by a Strategic Development Policy Group, the three policy directorates of the Council – Social, Physical and Economic Development, Customer Services, Service Operations, Support Services and the Business Improvement Unit. Services delivered on a regional basis operate within the framework of the Regional Services Directorate whilst the HAP Shared Services Centre operates on a national basis. The overall structure of the Council is set out in Annex A. In delivering on the Council's aims above, the following Business Plan 2017-2019 has been developed by the Management Team, supported by proactive engagement across all parts of the Council,

to put in place the tasks and actions which will advance the City and County towards the above. The Business Plan itself is supported by the teams of people through which the services of the Council will be delivered from 2017 to the next local government elections in 2019. Each individual member of staff has an annual personal development plan which, in turn, sets out the actions each has to undertake as part of their contribution to the Council achieving the above aims.

The Council therefore has a clear line of responsibility, set out in the Figure 1, which shows the connection between this Business Plan and Team Development Plans and Personal Development Plans in enabling the Council achieve its overall corporate commitments and statutory responsibilities. The tasks undertaken by individual staff members should inform and be informed by each of the Team Development Plans (TDPs) within which they work and from each team to the Management Team. Active communication has to underpin delivery of the many hundreds of tasks and actions that are set out in each of the Team Development Plans, and all of which are a feature of the day to day activities of Limerick City and County Council.

### **Current Tasks and Actions Undertaken by the Council**

From the 1st January to August 2016 the Council managed over 26,000 separate cases on Sugar CRM including handling complaints, delivering grants, undertaking regulatory actions, providing housing and housing benefits etc. The Council is a major provider of public services in Limerick and at a national level, particularly through management of the Housing Assistance Payment for all other local authorities in the State. A radical business improvement approach is underway to continue to achieve more effective delivery of services to both internal stakeholders such as staff members and the elected members as well as to external clients and citizens. In planning for a likely higher demand on council resources the Management Team has prepared the following Business Plan for 2017-2019. It is based upon the corporate aims of the Council set out in the Corporate Plan 2015-2019 as well as a consultative process within the Council involving all of the policy teams of the Council.

### **Planning for 2017 through to 2019**

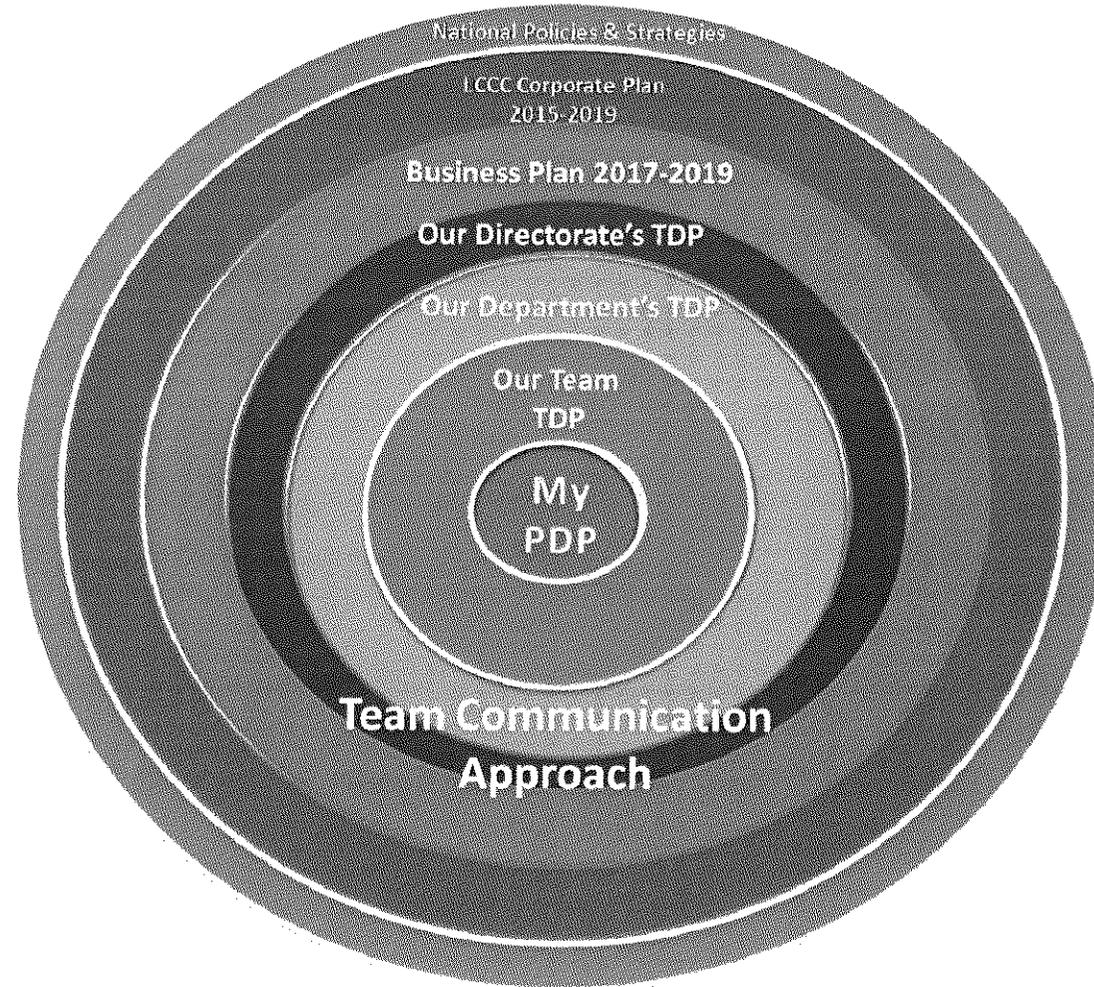
The business planning process has been informed by the Annual Budget 2017, and the process in turn, will inform the budgets in 2018 and 2019. Other national policy initiatives, as well as on-going circulars from government, can also be expected to influence future budgets. Local expectations and needs are a central feature of the planning for the Council and these, along with the need to avoid unnecessary risks, are at the heart of the Business Plan. Implementation of the business improvement approach is being advanced with this business plan playing a critical role in setting out the actions and outputs/outcomes expected between 2017 and 2019.

Across the Council there are priorities which apply to all directorates and teams. These cross organisation actions are set out in the following Table 1. Each priority will be led by an agreed director and supported by a relevant team. Other teams will be required to contribute on the basis of nomination by the remaining directors. Minutes will be prepared for all meetings and uploaded onto the appropriate Alfresco document management cloud technology. Actions and decisions shall be clearly set out and reported upon at subsequent meetings. Each priority is further developed within the Team Development Plans for each directorate/department which are uploaded to the intranet for all staff and councillors to access. To enable the above to be put in place the Management Team have identified a number of prerequisites to enable delivery in 2017 – 2019:

- i) Operational Level Agreements (OLAs) are put in place which will clearly outline roles, levels and stages of responsibility across teams and directorates. Each OLA will enable monitoring to ensure that the services sit in the right area and that communications between directorates is effective. Staff working within the strategic directorates, are required to liaise with operational and support directorates when formulating policy and to monitor effective implementation of such policies.
- ii) Management Team Priorities, as set out below in Table 1, below are fully embedded into the TDPs and PDPs of each team and staff member.
- iii) Performance management and evaluation is based upon the Business Plan Priorities as in Table 1 and through the TDPs/PDPs.
- iv) Long-term projects, especially with regard to infrastructure delivery, have appropriate outputs, milestones and timelines for 2017-2019.
- v) A comprehensive staff development programme is put in place to support performance. It will be based upon the Local Government Competency Framework and the requirements to deliver the priorities set out in the Business Plan.
- vi) An ongoing cost efficiency and income enhancement programme is put in place where necessary with the support of the Business Improvement Unit.
- vii) Mentoring and leadership development is a critical aspect of the directors and senior managers' management role across the Council.
- viii) A customer service culture is built which embraces the customer point of view by working with councillors and staff to continuously improve service provision.
- ix) Good preparation and structure to all meetings including dates and agenda set in advance, key actions/decisions recorded and uploaded to Alfresco is to be applied immediately.
- x) Each Directorate has in place a comprehensive Health and Safety Plan in relation to staff, service delivery and consumers.

The Team Development Plans, underpinning services in 2017, are available on the intranet. Each action is set within the overall aims of the Corporate Plan and where relevant, the national policy which applies to the Team Development Plan. Each, in turn is reflected into the business priorities of the Management Team and, where relevant, each action includes a time line for delivery along with expected levels of service delivery. The Management Team Priorities are set out in Table 1 below:

## PDP and TDP Connections



**TDP** = Team Development Plan  
**PDP** = Personal Development Plan

**Table 1: Limerick City and County Council Priorities 2017-2019**

Corporate Plan 2015-2019 Aim	Limerick City and County Council Priorities	Coordinating Directorate	Lead Team
<p><b>Aim 1</b>  <b>Build a City and County Council that is recognised as ambitious for the people of Limerick.</b></p>	<p><b>BP 1.1</b> Finalise an LCCC Customer Service Strategy. Develop customer service performance indicators and metrics that can be embedded into a performance management system to deliver the best customer service experience in the public sector</p> <p><b>BP 1.2</b> Continue to work with the SPC's and the full Council with increased emphasis and focus on the development of plans, strategies and programmes.</p> <p><b>BP 1.3</b> Deliver strategic direction and highlight strategic issues through Management Team e.g. National Planning Framework</p> <p><b>BP 1.4</b> Deliver on 3 year Council Capital Investment Programme 2017-2019 including projects relating to social and transport investment</p> <p><b>BP 1.5</b> Undertake a demonstration action on robotics in the HAP Shared Services Centre</p> <p><b>BP 1.6</b> Enhance role of marketing and communications – produce and implement a new Communications Strategy</p>	<p>Customer Services, Culture and Arts Directorate</p> <p>All Directorates</p> <p>Economic Development Directorate</p> <p>Support Services Directorate</p> <p>HAP Shared Services Centre</p> <p>Economic Development Directorate</p>	<p>Customer Services, Culture and Arts Directorate /All Teams</p> <p>All Teams</p> <p>Forward Planning Team</p> <p>Finance Services</p> <p>HAP Shared Services Centre</p> <p>Marketing and Communications Team</p>
<p><b>Aim 2</b>  <b>Grow our economy and create opportunity in Limerick.</b></p>	<p><b>BP 2.1</b> Deliver the Limerick 2030 job creation programme through our innovation, FDI, LEO and tourism platforms to enable 1500 jobs to be created including 500 in the City.</p> <p><b>BP 2.2</b> Deliver on our tourism strategy to expand visitor and revenue generation for Limerick</p> <p><b>BP 2.3</b> Implement the job creation and investment actions in the Limerick Regeneration Framework Implementation Plan with the following key outcomes::</p> <ul style="list-style-type: none"> <li>• Create 100 new jobs per year together with public, private and community sector</li> <li>• Develop economic indicators to review performance</li> <li>• Increased level of private sector engagement in enterprise, training, work experience &amp; employment development resulting in employer placement</li> </ul>	<p>Economic Development Directorate</p> <p>Economic Development Directorate</p> <p>Social Development Directorate</p>	<p>Economic Development Directorate</p> <p>Economic Development Directorate</p> <p>Social Development Directorate</p>

	<ul style="list-style-type: none"> <li>• Provide skills training programmes that are sector focussed – hospitality, film, food, construction</li> <li>• Develop and increase focus on the monitoring and stewardship of the social contract clause</li> </ul> <p><b>BP 2.4</b> Implement the LCCC economic actions in Local Economic and Community Plan to meet already agreed</p> <p><b>BP 2.5</b> Achieve greater collaboration and understanding across local and national agencies on the social and economic benefits of investing in culture by securing additional funding and identifying job creation initiatives.</p>	<p>Economic Development Directorate</p> <p>Customer Services, Culture and Arts Directorate</p>	<p>Economic Development Directorate</p> <p>Culture and Arts Team</p>
<p><b>Aim 3</b>  <b>Invest in Limerick's infrastructure, protect its natural and built environment and unique heritage mix.</b></p>	<p><b>BP 3.1</b> Input into Ireland 2040 National Planning Framework</p> <p><b>BP 3.2</b> Advance and develop public realm projects under the Living Cities initiatives, Town and Village Renewal Schemes, Clár Programme, Limerick 2030, to connect new opportunities.</p> <p><b>BP 3.3</b> Deliver Rebuilding Ireland (private and social housing targets), widen delivery and funding mechanisms (including private sector Approved Housing Bodies AHBs) and review availability of quality of life supports with other public service organisations.</p> <p><b>BP 3.4</b> Devise mechanisms using the 'housing first' approach to move people out of homelessness and utilise supports of AHBs</p> <p><b>BP 3.5</b> Acquire family hubs (with 24/7 AHB support) to accommodate 32 families as a transition from homelessness to independent living</p> <p><b>BP 3.6</b> Establish new homeless emergency accommodation in 2017 (20 units) to cater for increasing numbers presenting as homeless</p> <p><b>BP 3.7</b> Deliver 600 new units by 2018 under the current housing capital programme</p> <p><b>BP 3.8</b> Deliver 245 new units by 2019 (10 in 2018) and deliver 128 part v units by 2019 and bring 56 voids back into use</p> <p><b>BP 3.9</b> Support Approved Housing Bodies (AHBs) to deliver 42 new units, 111 units under acquisitions and 47 units by lease</p>	<p>Economic Development Directorate</p> <p>Economic Development Directorate</p> <p>Social Development Directorate</p>	<p>Forward Planning Team</p> <p>Economic Development Directorate</p> <p>Social Development Directorate/ Design and Delivery/ Property/ Community Support Services</p>



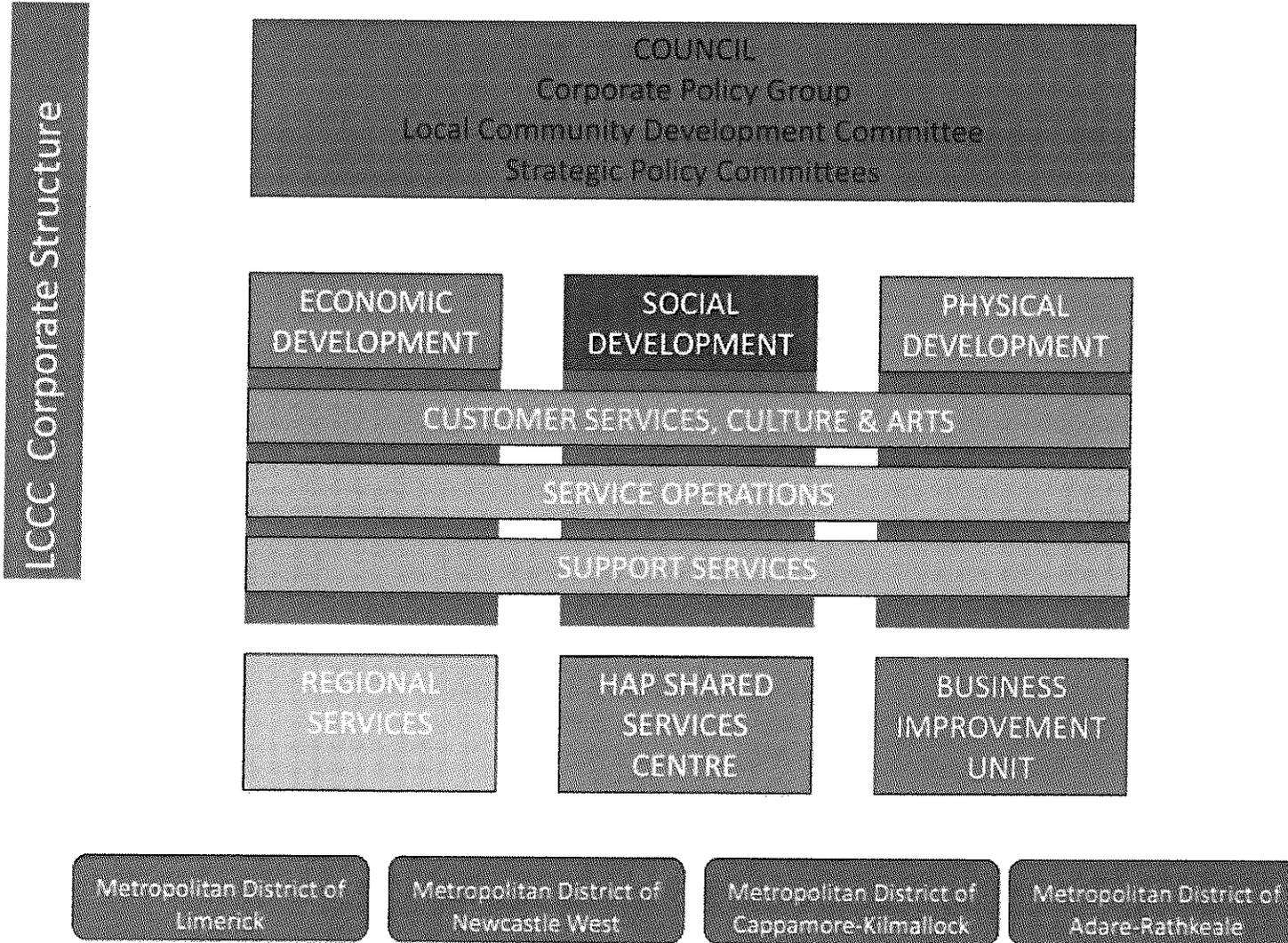
	<p><b>BP 3.24</b> Develop a Noise Action Plan through the updating of strategic noise mapping; development of noise policy and guidelines for development; identification of priority areas for noise mitigation.</p> <p><b>BP 3.25</b> Carry out a business process review of the Fire &amp; Emergency Services to ensure we are delivering a consistent quality and cost effective service</p> <p><b>BP 3.26</b> Work through the Service Level Agreement with Irish Water to ensure that Limerick performs well under it</p>	<p>Physical Development Directorate</p> <p>Regional Services Directorate</p> <p>Regional Services Directorate</p>	<p>Physical Development Directorate</p> <p>Fire and Emergency Services</p> <p>Water Services</p>
<p><b>Aim 4</b> <b>Promote a socially integrated, healthy &amp; safe Limerick.</b></p>	<p><b>BP 4.1</b> Review and enhance the estate management policy to support the objectives of Rebuilding Ireland through smarter use of internal resources and integration with policing, CCTV and communities</p> <p><b>BP 4.2</b> Implement Age Friendly, Intercultural Cities, Healthy Limerick and Living Cities, strategies &amp; programmes in collaboration with external partners</p> <p><b>BP 4.3</b> Review provision of recreation and leisure facilities against the National Physical Activity Plan and other relevant strategies and prepare implementation plan</p> <p><b>BP 4.4</b> Develop partnerships with key stakeholders for the development and delivery of an increased number of quality festivals and events</p> <p><b>BP 4.5</b> Develop a model for sustainable community hubs. Review the models provided from the regeneration areas and St Munchin's Community Centre and identify a model of best practice. Support the regeneration communities to put new governance structures in place to support the development of the hubs</p> <p><b>BP 4.6</b> Review the National Library Policy: <i>Opportunities for All Strategy</i></p>	<p>Social Development Directorate</p> <p>Social Development Directorate</p> <p>Social Development Directorate</p> <p>Customer Services, Culture and Arts Directorate</p> <p>Social Development Directorate</p> <p>Customer Services Culture and Arts Directorate</p>	<p>Community Support Services</p> <p>Social Development Directorate supported by other directorates Limerick Sports Partnership</p> <p>Customer Services, Culture and Arts Directorate</p> <p>Social Development Directorate</p> <p>Libraries and Museum Services</p>
<p><b>Aim 5</b> <b>Actively engage with our communities.</b></p>	<p><b>BP 5.1</b> Monitor that the Public Participation Network PPN is working effectively for all our consultation and participation processes. Work with the PPN secretariat to develop a work programme to support effective engagement by the Council and the PPN. Arrange for training to be provided as necessary.</p>	<p>Social Development Directorate</p>	<p>Social Development Directorate</p>

	<p><b>BP 5.2</b> Develop a platform for digital engagement – launch of <a href="http://www.limerick.ie">www.limerick.ie</a> including a mylimerick platform for customers and councillors that is linked to SugarCRM. Launch of mobile app for SugarCRM</p> <p><b>BP 5.3</b> Support the Local Community Development Committee LCDC in the roll out of the Local Economic &amp; Community Plan and the Leader and Social Inclusion and Community Activation Programme SICAP programmes.</p> <p><b>BP 5.4</b> Mobilise resources in every sector to promote inclusive learning from basic to higher education and maximise the benefits of the UNESCO Learning City Award</p>	<p>Economic Development Directorate</p> <p>Social Development Directorate</p> <p>Social Development Directorate</p>	<p>Digital Strategy Services</p> <p>Social Development Directorate</p> <p>Social Development Directorate</p>
<p><b>Aim 6</b>  <b>Work with our colleagues across the public sector and our partners in the private sector to deliver on a shared commitment to Limerick as set out in the Limerick Charter.</b></p>	<p><b>BP 6.1</b> Deliver a new Development Contribution Scheme</p> <p><b>BP 6.2</b> Undertake consultation phase for new Limerick Development Plan</p> <p><b>BP 6.3</b> Work with our external partners (AGS, HSE, Local Development Companies, Higher Education Institutions, Limerick Chamber, voluntary organisations, Education &amp; Training Board, Dept of Education, Age Friendly Alliance, Children and Young Person's Services Committee) to implement the physical, social and economic objectives of the Local Economic &amp; Community Plan.</p> <p><b>BP 6.4</b> Work with our local authority colleagues in Clare and Tipperary together with the HSE and the approved housing bodies (the Regional Homeless Action Team) to plan, prepare and manage our services to people presenting as homeless and to use a 'housing first' approach to transition people from homelessness to independent living.</p> <p><b>BP 6.5</b> Find mechanisms through collaboration with the private sector to deliver housing units and housing supports under the Rebuilding Ireland Programme (de-risk 20 LCCC owned sites and agree approach to development in 2017)</p> <p><b>BP 6.6</b> Promote individual and community well being through the delivery of the Creative Ireland Programme and Cultural Strategy at a local level</p> <p><b>BP 6.7</b> Work with the Local Strategic Advisory and Monitoring Group (DSP, AGS, HSE, community sector, DHPCLG, Dept. of Education, TUSLA, PAUL Partnership) to implement the physical, social and economic objectives of the Limerick Regeneration Framework Implementation Plan.</p>	<p>Economic Development Directorate</p> <p>Economic Development Directorate</p> <p>Social Development Directorate</p> <p>Social Development Directorate</p> <p>Social Development Directorate</p> <p>Social Development Directorate</p> <p>Customer Services, Culture and Arts Directorate</p> <p>Social Development Directorate</p>	<p>Forward Planning Team</p> <p>Forward Planning Team/ All Departments Design &amp; Delivery/ Property/ Community Support Services</p> <p>Design &amp; Delivery/ Property/ Community Support Services</p> <p>Design &amp; Delivery/ Property/ Community Support Services</p> <p>Culture and Arts Team</p> <p>Social Development Directorate</p>

	<p><b>BP 6.8</b> Meet Rebuilding Ireland: Action Plan for Housing and Homelessness targets as set out (and amended) by Government</p> <p><b>BP 6.9</b> Ensure Major Emergency Management Preparedness.</p> <p><b>BP 6.10</b> Work with Irish Water and other sectoral interests in developing a National Joint Strategy for Laboratories that sees Limerick remain as an Irish Water 'super' laboratory</p> <p><b>BP 6.11</b> Work with Camp - C Trí Project Board to ensure that Limerick remains the national lead authority for the replacement of communication equipment across 3 Regional Control Centres</p> <p><b>BP 6.12</b> Work with Camp - C Trí Project Board to ensure implementation of new governance structure in Munster Regional Communications Centre (MRCC)</p> <p><b>BP 6.13</b> As joint lead authority with Tipperary, work with local authorities in the Southern Region in the achievement of targets as set out in the Southern Region Waste Management Plan 2015-2021</p>	<p>HAP Shared Service Centre</p> <p>Regional Services Directorate</p>	<p>HAP Shared Services Centre supported by other relevant LCCC directorates Fire &amp; Emergency Services</p> <p>Water Services</p> <p>Fire &amp; Emergency Services</p> <p>Fire &amp; Emergency Services</p> <p>Southern Region Waste Management Office</p>
<p><b>Aim 7</b> <b>Be efficient, effective and committed to providing services that will underpin an innovative Limerick</b></p>	<p><b>BP 7.1</b> Deliver the key projects identified for in the Smarter Working Business Improvement Strategy 2017-2019:</p> <p><b>BP 7.2</b> 8 Steps of Business Improvement in each Department: Step 1 - Services and functions defined for each department Step 2 - Business Process Improvements being continuously implemented Step 3 - Risk Register regularly updated Step 4 - Team Communication Approach active Step 5 - Operational Level Agreements between departments in place and active Step 6 - Key Performance Indicators and Service Targets defined for each department Step 7 - Customer Requests on Sugar CRM and Service Integration with Customer Services in place (where relevant) Step 8 - Workforce Planning active</p> <p><b>BP 7.3</b> Records Management System (Electronic Data Records Management System)</p> <p><b>BP 7.4</b> Case Management for Improved Customer Service on SugarCRM in particular for Maintenance Services</p>	<p>Business Improvement Unit/ Service Operations Directorate</p>	<p>Business Improvement Unit</p>

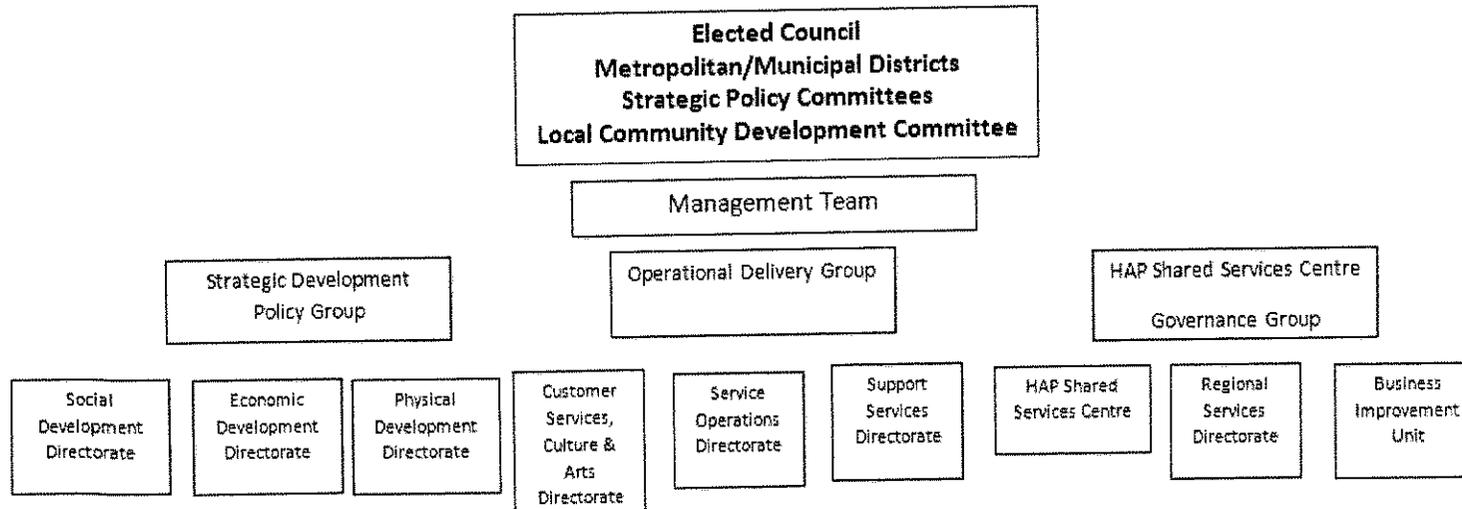
	<p><b>BP 7.5</b> Financial Management Improvement Programme</p> <p><b>BP 7.6</b> Staff Development Programme</p> <p><b>BP 7.7</b> Strategic Workforce Planning and the Consolidation of Staff Information Systems</p> <p><b>BP 7.8</b> Insight Limerick - Central Repository for Data, Maps, GIS database, Analytics and Reports</p> <p><b>BP 7.9</b> LCCC Project Management Approach</p> <p><b>BP 7.10</b> ICT &amp; Digital Strategy Improvement Plans including the Capital Funding Plan 2016-2020</p> <p><b>BP 7.11</b> Implement effective financial management policies and procedures that allow the Council to secure resources and maximise return on investment – Low Value Purchase Card review; Improved use of CCAS to ensure good budget management system by budget holders.</p> <p><b>BP 7.12</b> Put in place strategic workforce planning for staff and services that future proofs the organisation for changing requirements and competencies</p> <p><b>BP 7.13</b> Progress office accommodation upgrades - Finalise the design and agree schedule for Dooradoyle by end 2017 and Merchant’s Quay by 2018/19</p> <p><b>BP 7.14</b> Provision of management training, development &amp; mentoring at middle management level i.e. Grades 5/6/7 analogous</p> <p><b>BP 7.15</b> Implement effective corporate governance and risk management policies including associated companies</p> <p><b>BP 7.16</b> Adoption and implementation of Limerick Digital Strategy – Smart Limerick Digital City – Limerick to be in first phase of National Broadband Plan</p>	<p>Support Services Directorate</p> <p>Support Services Directorate</p> <p>Service Operations Directorate</p> <p>Support Services Directorate</p> <p>Support Services Directorate/ HAP Shared Services Centre</p> <p>Support Services Directorate/Economic Development Directorate</p>	<p>Finance Services</p> <p>Human Resources</p> <p>Property Services</p> <p>Human Resources</p> <p>Corporate Services/ HAP Shared Services Centre</p> <p>ICT Department/Digital Strategy Services</p>
--	--	--	--

Annex A: Corporate Structure



Annex B: LCCC Strategic Decision Making Process

## Limerick City & County Council Strategic Decision Making Process



Groups implementing the strategic direction of the organisation

Management Team	Chief Executive & Directors (Chair = CE)
Strategic Development Policy Group	Directors of Physical, Social & Economic Development & Regional Services (Chair = CE)
Operational Delivery Group	Directors of Service Operations, Support Services & Customer Services (Chair = CE)
HAP SSC Governance Group	Director of HAP & Support Services (Chair = CE)
Social Development/Service Operations	Directors and senior staff of Social Development & Service Operations Directorates
Economic Development/Service Operations	Directors and senior staff of Economic Development & Service Operations Directorates
Physical Development/Service Operations	Directors and senior staff of Physical Development & Service Operations Directorates
Project Teams	Project team leader and relevant cross directorate staff. New Project Teams to be established by Management Team decision