



20<sup>th</sup> November, 2025

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

**Corporate Plan 2025 - 2029**

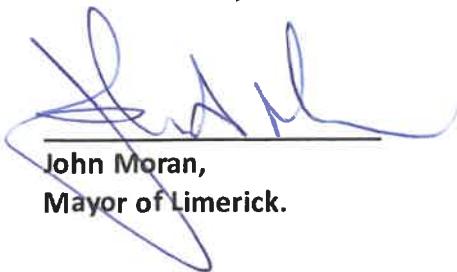
**A Chomhairleoir, a chara,**

The Corporate Plan 2025 - 2029 has been prepared in accordance with the requirements of Section 134 of the Local Government Act, 2001 (as amended by the Local Government Reform Act 2014 and the Local Government (Mayor of Limerick) and Miscellaneous Provisions Act 2024).

The Corporate Plan incorporates the Mission, Vision and Values of the Council. It provides the strategic framework for the Council's actions over the next five-year period. This plan was developed through a collaborative, organisation-wide strategic approach, involving the Mayor, the Councillors, the Executive and staff.

I attach herewith, for your consideration, copy of the Corporate Plan 2025 - 2029 for Limerick City and County Council.

**Is mise le meas,**



John Moran,  
Mayor of Limerick.

**Limerick City and County Council**

**Draft Corporate Plan**

**Moving Forward Together 2025 – 2029**

***“Enabling a healthy, liveable and prosperous  
Limerick”***

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## Foreword

Limerick is entering a new chapter. After a decade of significant progress, we now have the opportunity – together – to shape a stronger, more accountable and more ambitious model of local government. This Corporate Plan sets out how we will use that opportunity to deliver real and lasting benefits for all the people of Limerick.

Our vision is clear: a sustainable, competitive and inclusive Limerick where rural and urban communities thrive, businesses grow and public services are delivered to the highest standard. To achieve this, we will focus on strong leadership, effective governance, responsible financial management and a culture of continuous improvement across every part of the organisation.

We recognise both our strengths – skilled people, strong institutions, a growing economy and population – and our challenges, including housing supply, climate pressures and the need for resilient infrastructure. This plan provides a framework to address these challenges early and decisively, recognising that timely action multiples long-term impact.

Success will depend on working in partnership with our communities, government departments, businesses and the wider region. This Corporate Plan commits us to collaboration, transparency, measurable outcomes and a public service that is responsive to the needs and ambitions of Limerick.

Together, we will build a fairer, greener and more dynamic Limerick – one that leads nationally, competes internationally and delivers locally.

John Moran

Mayor Of Limerick

Catherine Slattery

Príomh Chomhairleoir

Dr Pat Daly

Director General

## **Introduction**

Limerick's Corporate Plan provides a strategic framework for the actions of Limerick City and County Council (the "Council") over the next five-year period. It is integral to how we will deliver services to the people of Limerick. The plan sets out the way we will underpin the priorities of the Mayor and Elected Members of Limerick City and County Council (LCCC).

The Corporate Plan has been developed through an inclusive, organisation-wide strategic approach, involving the Mayor, the Councillors, the management & staff and key local partners in Limerick. It directly complements the vision and aspirations of the Mayoral Programme (2024-2029). In compliance with Section 134 of the Local Government Act, as amended, this Corporate Plan has been prepared taking account of the Mayoral Programme and such policies and objectives as are set out in other plans, statements, strategies and other documents prepared by the Council and within the broader context of the Programme for Government and existing local, national and regional policies and strategies.

The Corporate Plan has been tailored to the specific corporate needs of LCCC as the only democratic platform for Limerick. During the course of the last plan the global pandemic caused major disruption driving integrated responses and changes in how we work and communicate – this plan has been designed to allow the Council to adapt to emerging international and national challenges, changing priorities, and the reallocation of resources throughout its duration. The Plan will be subject to on-going review by the Councillors within the Strategic Policy Committee framework and the Corporate Policy Group (CPG) of the Council as well as at Senior Management Level including the Mayor.

The Plan commits to upholding the Local Government Code of Governance<sup>1</sup>. Limerick City and County Council will ensure the administrative and oversight requirements of the Code are addressed as necessary in the Corporate Plan.

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<sup>1</sup> <https://www.gov.ie/en/publication/29839-code-of-corporate-governance-for-local-authorities/>

## **Review of Key Achievements 2019-2024 Corporate Plan**

- Economic development - creation of 14,029 jobs in Limerick supported by business support programmes, driving life-long learning and attracting international investment.
- Successful COVID-19 response initiatives including adaptation of public services, community support programs and business recovery schemes during the pandemic.
- Implementation of the Limerick 2030 Economic Plan - including significant progress on the Opera Site and the development of the Opera One office block, a €250+ million project representing one of Ireland's largest inner-city commercial developments.
- Climate Action Achievements - implementation of the Climate Adaptation Strategy, renewable energy projects and sustainable transportation initiatives.
- Housing Delivery Progress – delivering social housing through construction and acquisition and private housing supports while implementing innovative housing solutions to address homelessness including forum to provide an integrated Ukraine response.
- Community engagement initiatives - Successful participatory community development, regeneration, place-making and community enhancement schemes.
- Tourism, sports and cultural development - successful hosting of major events and festivals, heritage conservation projects, and cultural infrastructure improvements. Opening of the Limerick Greenway and improvements to sports infrastructure.
- Urban and rural regeneration projects - Implementation of town and village renewal schemes and urban regeneration initiatives including actively tackling dereliction, Newcastle West and Abbeyfeale regeneration, public realm improvements on O'Connell Street and active travel initiatives.
- Digital transformation - award-winning digital services implementation, including improvements to online council services and smart city initiatives.
- Local Authority of the Year 2023 and awards in categories such as sustainability, citizen engagement, age-friendly, public realm, housing and service delivery innovation.
- Lead services in Housing Assistance Payment, Munster Regional Control Centre and Southern Regional Waste Management and Mid-West Roads Design.
- Collaborative engagement with partners in the public and private sector to develop and promote quality of life in Limerick.
- Election in June 2024 of the first Directly Elected Mayor in Ireland

## **Challenges from Our Current Operational Environment**

A comprehensive analysis of the Council's operational environment has been carried out and highlights the on-going international instability that was a feature for the Council over the past five years and continues to prevail. This can be found in the Local Economic and Community Plan. The Council itself maintains a risk register to manage and mitigate the risks confronting Limerick City and County Council.

The local economy is affected by the current global uncertainty and factors such as increasing competition for foreign direct investment (FDI), insufficient infrastructure to support business expansion, and global economic fluctuations. Issues such as chronic housing shortages and rising housing costs, skills mismatches, supply chain bottlenecks, and rising costs of goods and services may hinder Limerick despite its competitiveness and economic stability. As a mitigant against ongoing risks to FDI investment in Limerick, supporting local indigenous businesses for growth will be a priority for the Council. As a regional leader the Council will need the necessary skills, capacity and ambition to intervene in such challenges and address imbalanced economic and social development.

Infrastructure, most notably housing, health and community services are facing critical challenges that could affect Limerick's growth and quality of life. The pace of housing delivery over recent years is not meeting current demand with the result that rental and purchase prices for homes are becoming unaffordable for increasing percentages of the population. Against, this backdrop, it will remain challenging to increase delivery in the short term to meet demand and see a reversal in ongoing price rises. There is a recognised need to align local transport options and public services with the growth of population, particularly in rural areas and in areas of high potential growth in the city. This is necessary to positively impact on mobility, economic development and equal access to essential services. Limerick, as part of the national housing solution, is working to meet the demand for both private and public housing supply through infrastructural support, planning, urban and rural regeneration and social housing measures.

To meet its vision, Limerick requires integrated and multi-agency responses to meet specific challenges. Limerick has identified education as a challenge -- and an opportunity -- as our population continues to grow. This will require a multi-agency response. There is a demand for new skills, especially in emerging sectors, which could negatively impact job prospects and local economic growth. The facilitating and enabling role of education will also be key in addressing the socio-economic gaps that are arising across Limerick are addressed, in a multi-agency context. There is a need to maximise opportunities to expand education for those with lower qualifications, using technology and other measures to greatly expand lifelong learning and encourage those with lowest qualification and / or redundant skills to re-enter the system.

Limerick also faces considerable challenges from historic and ongoing poor housing and high levels of deprivation in neighbourhoods both in the city and in the county. These level of inter-generational deprivation require cross-sectoral responses to address the social and health outcome inequality facing the communities in these neighbourhoods.

These combined factors emphasise the need for targeted investment, proactive policies and stronger and better delivery to further build an inclusive, sustainable, and competitive Limerick.

A key challenge will be advocating for solutions to these challenges and seeking funding for these and all the other actions in this plan.

## **Our Vision for our Council**

An innovative, solution-focused, forward-thinking Limerick City and County Council, rooted in democracy and a drive for equality for all.

## **Our Mission**

To work collectively with a shared belief in delivering open, high-quality governance and services that empower our community, driving smart growth, promoting accessibility and ensuring a strong, resilient, sustainable and connected Limerick for future generations, working to leave no-one behind.

## Our Values

### **Delivering Essential Services**

We are committed to serving the common good by delivering continuous improvement in our services to our communities and businesses every day.

### **Public Good**

Delivering for the public good is what drives us. It is at the heart of everything we do. We want to ensure our decisions are guided by integrity, transparency and accountability to build trust. Efficiency and value guide responsible use of resources and high-quality service delivery that meets the needs of all. Our inclusive approach means that everyone in Limerick, City and County—of all ages, backgrounds and abilities —has a voice and an opportunity to thrive. Our focus on sustainability and resilience aims to safeguard Limerick for future generations.

### **Respect and Responsibility: Give Respect, Get Respect, Be Responsible**

Respect underpins how we engage with our people, our place, and our past. We are committed to inclusive policies that reflect the diverse needs of our communities, including age-friendly strategies and universal design. We actively listen, create space for all voices, and honour difference. We preserve Limerick’s cultural richness and heritage while embracing progress. We lead with respect and take responsibility for our actions—for each other, and for the unique character of our city and county, as well as with the belief in mutual respect to sustain the trust and respect of our communities and people.

### **Collaboration**

We believe that efficiencies and better outcomes come from working together. We promote active engagement and collaborative partnerships within different units of our organisation and with residents, businesses, community groups and other stakeholders to shape a shared Limerick. By strengthening these connections, we ensure decisions are more inclusive and solutions more effective.

## **Ambition**

We are driven by bold ideas and innovation to guide our economic, social, digital, cultural and physical development. We strive to be courageous in our ambition for Limerick by creating the space for transformation, growth and untapped potential, actively building a better future for everyone in Limerick.

## **Corporate Commitments**

### **Our Public Service Duty: Equality and Human Rights**

Limerick City and County Council will work to fully embed our obligations on equality and human rights under Section 42 of the Irish Human Rights and Equality Act 2014. Our broad policy platforms of the Council will fully align to these obligations, and we work to ensure that all staff, Members and Management, under the leadership of the Mayor, make the Council an exemplar in this area, ensuring equality is fully applied across the services of the Council.

### **Commitment to Staff**

The Council will work with the staff to ensure that engagement and collaboration within the organisation is underpinned by best practice in workforce planning, delivery of training and development and fit-for-purpose facilities which are essential to the dynamic organisation that is Limerick City and County Council. In addition to better communication about delivery with the broader public during the term of the plan, early, regular and fulsome communication to staff will be a priority for all managers. Frontline staff will be empowered to play a greater role in decision making by their respective directors.

### **Commitment to the Irish Language**

The Council will advance the use of the Irish Language in line with the objectives of the Government of Ireland's 20-Year Strategy for the Irish Language 2010–2030. We will promote and support the use of Irish in Limerick.

### **Commitment to Climate Action and Sustainable Development**

In line with the Council's Climate Action Plan, the Council is committed to building responsible and green procurement over the lifespan of the Corporate Plan. The Council will continue to work to advance the United Nations Sustainable Development Goals for all our benefit by integrating environmental, social, and economic responsibility into our work.

## **Socio-Economic Profile of Limerick**

Census 2022 recorded a population of 209,536 in Limerick, reflecting an 8% growth since 2016.

The labour force stands at approximately 90,600 with Live Register figures continuing to decline to 6,011 in early 2025. Key employment sectors include manufacturing (14.2%), health and social work (12.7%), and education (11.6%), with 72% of workers in full-time positions. Some 28 percent of people work from home on occasion, 39 percent are senior/professional/technical workers, while 22 percent work as skilled trades or process, plant and machine operatives.

The Mid-West Region's Gross Value Added (GVA) is 67% of the national average, ranking third among Irish regions. Limerick's average disposable income of €29,491 is the third highest in Ireland. Educational attainment is strong, with 41% holding a third-level qualification, approaching the national average of 45 percent

However, we require more balanced and equitable economic gain. Our economic disparity remains - 8.4% of the population live in areas considered disadvantaged, compared to 13.9% in areas considered affluent.

While Limerick's HP Deprivation Index score has improved, it remains, on average across the whole county, marginally below the national average. Both ends of the classification spectrum increased for Limerick between 2016 and 2022 with 8.4 percent of the population living in areas classified as Extremely/Very Disadvantaged, while 13.9% of the population live in areas classified as Affluent/Very Affluent. Some 34 percent of the population of the former Limerick City Council area live in neighbourhoods that are classified as extremely disadvantaged/very disadvantaged/ disadvantaged. St Mary's Park in the core of the city is the most disadvantaged small area in the State with a male unemployment rate of 70 percent and only 2 percent with any third level qualification. Some parts of the core of rural towns such as Rathkeale (some are classified as extremely disadvantaged) Askeaton, Abbeyfeale,

Newcastle West, Bruff, Croom, Cappamore, Patrickswell and Castleconnell are also classified as disadvantaged.

Addressing this historic imbalance must be continued and supported by all agencies and relevant stakeholders.

*Source: Pobal HP Deprivation Index 2022*

Infographic – TO BE INSERTED

- Population Growth – 209,536 residents, 8% increase since 2016.
- Labour Force – 90,600 in the workforce, Live Register down to 6,171 in 2025.
- Top Employment Sectors – Manufacturing (14.2%), Health (12.7%), Education (11.6%).
- Full-Time Employment – 72% of workers employed full-time.
- Income Levels – Disposable income: €29,491, 3rd highest in Ireland.
- Economic Output (GVA) – Mid-West region at 67% of the national average, 3rd highest in Ireland.
- Education Levels – 41% with third-level qualifications.
- Deprivation Index – 8.4% in disadvantaged areas, 13.9% in affluent areas.
- Skills & Workforce Composition – 39% senior/professional, 22% skilled trades.

(Sustainability & Growth – Strong focus on digital and infrastructure development)

## **Profile of Our Council**

Limerick City and County Council is responsible for providing local democratic governance, strategic leadership and public services in Limerick. Our Local Authority serves a diverse population both urban and rural through a network of civic offices, depots and services across the County and has developed a range of delivery platforms to ensure services are delivered effectively. We continuously reconfigure our service delivery structures to further strengthen the relationship between Limerick City and County Council and the people of Limerick.

Limerick City and County Council's responsibilities encompass housing and community services, roads and transportation, urban planning and development, cultural amenities, and environmental oversight. The Council comprises of 41 Elected Members—including the first Directly Elected Mayor, whose programme, 'More For Limerick' was published in October 2024. Council meetings are chaired by the Príomh Chomhairleoir.

Limerick Council has four Districts, three Municipal Districts in Adare-Rathkeale, Cappamore-Kilmallock and Newcastle West and the Metropolitan District of Limerick.

The Council employs approximately 1,500 staff with main offices located in Merchant's Quay in Limerick and additional civic offices in three Municipal Districts, Dooradoyle, City Centre locations, support depots, libraries and elsewhere. The Council provides shared service platforms for the National Housing Assistance Payment Service on behalf of the Department of Housing, Local Government and Heritage and all 31 local authorities in the State.

## **Council Management**

The framework for the Council's Management is set out in the Local Government Act 2001 (as amended) and the Mayor of Limerick and Miscellaneous Provisions Act 2024.

Since the election of the Mayor, the functions and role of the former CEO of LCCC have been divided between the newly created post of Director General and the Directly Elected Mayor. The Director General retains what are mainly day to day operating functions and those related to individuals (for example, allocation of housing, grants etc.) ('DG Functions') and the Mayor has taken over all of the other functions previously held by the former CE, mainly strategic and policy functions as well as a number of new roles, particular to Limerick ('Mayoral Functions').

The day-to-day administration, staffing and organisational functions of LCCC are managed by the Director General and a supporting Management Board focusing on the directorates, their organisation of service delivery and the policy responsibilities applicable to each Directorate.

The delivery of the Mayoral Functions is managed by the Mayor with support from the Director General to ensure day-to-day delivery of tasks by the directorates (see below). Further support is provided on day-to-day administrative support by the Mayoral Office and support on policy matters comes from a number of expert working groups. In addition, the Mayor is supported in the delivery of the Mayoral Programme by the Mayoral Advisory and Implementation Committee and any sub-committees thereof, by the Mayoral Programme Delivery Committee, chaired by the Mayor and by the Mayoral Programme Office, led by the Assistant Director General as Programme Manager.

LCCC is structured into eight directorates which play their parts in ensuring smooth and effective delivery of both the DG Functions and the Mayor Functions and the Mayoral Programme.

The Directorates are:

- Corporate Services, Human Resources and Organisational Development

- Finance, Investment and Governance including DACs and Shareholder Unit
- Transportation, Mobility, Public Realm and Property Services
- Housing
- Planning and Ryder Cup
- Environment, Climate Action and Fire
- Regeneration, Community, Sport and Rural Development
- Economic, Tourism, Culture and Corporate Buildings

***Figure 2: Council's Organisational Structure***

*Infographic to be inserted*

An organisation-wide workforce plan is being prepared alongside the preparation of this Corporate Plan. The Workforce Plan provides an assessment of the composition of the Council's workforce and capabilities and will be delivered over the life cycle of the Corporate Plan, reflecting available resources.

The Workforce Plan builds on the Council's commitment to staff set out in this Corporate Plan. It will drive the alignment of staff to deliver the priorities arising from the Mayoral Programme, all DG Functions and all Mayor Functions over the term of the Council. It will further drive the alignment of staff skills with roles, address staff gaps, and improve recruitment. It will break down silos, encourage knowledge sharing, and improve collaboration for better delivery and efficiency. Management structures for both the DG Functions and the Mayor Functions will be aligned or, where necessary, newly set up to achieve those outcomes. Our online services will be expanded, and we will leverage Artificial Intelligence and new technology tools for improved efficiency and to better monitor and record delivery of tasks to deadlines.

## **Corporate Plan Implementation Supports**

The implementation of the Corporate Plan requires effective decision making at Executive and Council level. Consideration will be given to forming appropriate business committees of Council to support the operation of the Council. These committees, under the umbrella of the Corporate Plan, will strive to maintain a platform for political cooperation between the political parties and groups on the Council and the Mayor. The number of committees will be determined by the political groupings of the Plenary Council in consultation with the Príomh Chomhairleoir. For the maintenance of good order in meetings of such committees, the councillors on any business committees will be lead-represented in the discussions by the Príomh Chomhairleoir or, when required, their other nominee who will be a councillor. The existing Protocol Committee of the Council will remain in place, solely focused upon protocol matters.

The Mayor will have regular meetings with the Príomh Chomhairleoir and the Chairs of the four Municipal Districts to assess the progress with the delivery of the objectives of the Corporate Plan, the Mayoral Programme and the overall delivery of objectives set by the Council. It is envisaged that the Chairs of each Districts will work with the Director General to prepare Annual Local Delivery Statements for their districts which can help form the basis of these discussions. In addition, the Príomh Chomhairleoir has and will continue to be invited by the Mayor to be a member of the Mayoral Advisory and Implementation Committee along with one or more other councillors.

From time-to-time LCCC may choose to establish designated activity companies to invest in joint ventures or conduct aspects of the businesses of LCCC. To ensure oversight of the operation and performance of such companies a DAC Oversight Board will be established to advise the CPG and the Council on matters related to such DACs, having considered such matters as the DAC Oversight Board considers desirable and, where deemed helpful, having met with management of the designated activity companies. Membership of this Board will include officials of LCCC, external experts when desirable and up to five councillors to be nominated by the Council.

## **Making Policy for a New Future for Limerick**

Policy that sustains and improves Limerick is at the heart of the business of the Council.

In line with new national guidelines, the Mayor, in their executive role, proposes various policies or changes to the elected Council which remains the decision-making Authority.

The new legislation offers Limerick a unique opportunity, providing as it does a number of new ways in which the Mayor and the Council can engage with other parts of government, and especially with the Government of Ireland and its national agencies, nationally through the Limerick Mayoral and Government Consultative Forum and on a regional basis with the Limerick Project Ireland 2040 Delivery Board. The Mayor and the Council are committed to seizing these opportunities to promote and progress its policies, for the betterment of the people of Limerick.

The Council, in turn, is supported by the CPG of the Council in decisions about policy matters. The CPG chaired by the Mayor, consists also of the Príomh Chomhairleoir and the Chairs of each Strategic Policy Committee (SPC) and a nominated representative of the Municipal and Metropolitan Districts. The role of the CPG is to advise and assist the Mayor and the elected Council in the formulation, development, monitoring and review of policy. The CPG also has a consultative role in the preparation of the budget and the Corporate Plan.

It is further the task of the SPCs, as committees of the Council, to advise and assist the Mayor and the Council in the formulation, development and review of policy within their specific areas. The SPC system is intended to give the Councillors and relevant sectoral Interests an opportunity for full involvement in the policy making process and in the review of ideas emanating from the Mayor and the executive from the early stages. The SPCs will work with the Mayor on the delivery of key policy initiatives which address both the statutory and non-statutory policy priorities of Limerick City and County Council, many of which are priorities set out in the Mayoral Programme covering the term of each Council.

The Mayor may be assisted in the development of policy frameworks by a number of Expert Groups, comprised of outside experts and councillors selected by the Mayor. These Expert Groups will be supported in their work by staff from the relevant policy directorate of LCCC.

The SPCs and the CPG will advise the Mayor and Councillors on all local policy initiatives that will ultimately be placed, by the Mayor, before the Plenary Council for their consideration.

Five Strategic Policy Committees were established in 2025:

- Home and Social Development SPC
- Travel and Transportation SPC
- Economic Development, Enterprise, Tourism and Planning SPC
- Community, Leisure, Arts, Heritage and Culture SPC
- Climate Action, Biodiversity and Environment SPC

There is a requirement on each SPC to have regard to the Regional Spatial and Economic Strategies (RSES) prepared by the Regional Assembly.

The Council has a Local Community and Development Committee (LCDC) which oversees implementation of the Limerick Local Economic and Community Plan.

LCCC also supports the Public Participation Network (PPN) in Limerick which is a key enabler of the voice of the communities in Limerick in policy formulation.

### **Supporting Organisation**

In addition to the renewal of Council structures, as set out above, the supporting staff architecture will be established within the framework of the Council's Strategic Workforce Plan. The Workforce Plan will include consideration of the policy-making and other needs of the elected Council and the resources that will be required to meet policy development, statutory policy and other obligations, and deliver other DG Functions and Mayoral Functions.

Clear statutory responsibilities for the Mayor and the Director General are set out in the Local Government (Mayor of Limerick) and Miscellaneous Provisions Act 2024, Act and the Local Government Act, 2001.

The role of the Mayor in bringing policies through the Strategic Policy Committees and the Plenary Council and otherwise delivering on the Mayoral Functions is supported by senior management and relevant staff. This may include, from time to time, additional collaboration efforts with other bodies and experts. Collaboration with other Elected Members will operate as necessary within the frameworks described above including the proposed Business Committee(s) in accordance with their role to support the effective operation of Council.

## Our Strategic Objectives

Limerick City and County Council commits to:

- Being a dynamic and responsive organisation that provides the highest quality public services to meet the needs, ambitions and potential of the people of Limerick.
- Driving the priorities of all of our elected representatives through our Corporate Plan while ensuring that no part of our population is left behind.
- Being an accountable, inclusive and high-performing organisation embedding a values-driven, collaborative and accountable organisational culture that empowers and values staff, supports innovation and reflects our commitment to public service excellence for Limerick.
- Championing our unique cultural and heritage assets as pillars of community identity and development, with placemaking being fostered to promote community well-being creating healthy and vibrant communities.
- Enhancing Limerick's competitive advantages such as its location, creating further regional and international connectivity by delivering a best-in-Ireland local commuter rail and bus network to attract and sustain investment and create new job opportunities in the decades to come.
- Maximising the opportunity to Limerick in the new legislation, through engagement with a wider range of government stakeholders, especially Ministers and Government Departments through the Limerick Mayoral and Government Consultative Forum.
- Having the United Nations Sustainable Development Goals at the heart of the Council.
- Embracing digital technologies to improve service delivery, empower communities, and drive economic growth.
- Ensuring high standards of governance, transparency, accountability and value for money in all council activities.
- Developing and maintaining high-quality infrastructure to support the Mid-West Region's growth.
- Ensure that the voices of community and, especially older people, are fully heard as policies for Limerick are developed,

## **Monitoring and Evaluation**

Our high-level goals are linked to the National Oversight Audit Commission (NOAC) national performance indicators, and we commit to regularly publishing progress updates, using the NOAC's service indicators as benchmarks for assessing performance.

There will be on-going monitoring and evaluation of the progress and impact during the period of the Corporate Plan built around the statutory evaluation processes within the Council, including the Audit Committee, monthly Executive reports, the Annual Service Delivery Plan and Annual Report. This monitoring will also tie in with the UN Sustainable Development Goals and the NOAC performance framework which are set against each directorate's priorities and tasks in the Council's Annual Service Delivery Plans.

A bespoke monitoring platform has been developed to manage the delivery of strategic objectives. The Co-Plan system supports programme level planning, assessment, reporting and management of progress and delivery across a framework of strategic objectives including the Annual Service Delivery Plans of each Directorate.

The Mayoral Programme and other actions and policies will also be monitored and assisted on a statutory basis by the Limerick Mayoral Advisory and Implementation Committee, as outlined in the applicable legislation.