



# Leitrim County Council

# Corporate Plan

# 2014-2019

Áras an Chontae  
Carrick on Shannon, Co. Leitrim  
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# Comhairle Chontae Liatroma Leitrim County Council Corporate Plan 2014-2019

## Contents

Foreword	3
Mission Statement	4
Local Government Structure in Leitrim	5
County Leitrim – A Profile	6
Overview of Achievements 2010-2014 Corporate Plan	7 - 9
Core Values	10
Operating Environment	11 - 12
Strategic Objectives and Supporting Strategies	13-19
Implementation and Monitoring	20
<b>Appendices</b>	
Organisational Structure	21
Membership of Leitrim County Council	22
Performance Indicators & Baseline Data	23 - 29

Initially adopted by the Members of Leitrim County Council 3<sup>rd</sup> November 2014

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Community & Local Government on 24<sup>th</sup> November 2014

## Foreword

The Leitrim County Council Corporate Plan 2014-2019 has been developed following a broad consultation process involving a range of stakeholders including Elected Members and Council Employees and various external stakeholders. The input of all is welcomed and acknowledged. This Plan, which will be the subject of monitoring in terms of adequacy, and evaluation in terms of implementation, by the newly established National Oversight and Audit Commission (NOAC), sets out the vision and operational framework of Leitrim County Council over the next 5 years.

The recession and global economic downturn of recent years has provided many challenges for Leitrim County Council but significant progress has been made in a number of areas. As we emerge from recession it is essential that we identify opportunities and maximise the sustainable development of the County from an economic, social, cultural and environmental perspective.

The Plan focuses on three broad categories as follows:

1. Economic Development and the creation of self sustaining jobs
2. Delivering a high quality and sustainable living environment
3. Maximising operational and organisational capacity in order to enhance the service to our customers

A series of metrics and performance indicators are included in the plan in order to measure and evaluate progress, and an annual progress report on the Corporate Plan will be presented to the Council. The Plan will be reviewed and revised as necessary over its lifetime in the context of any major changes in strategic direction, as and when such changes arise.

This Corporate Plan will be supported by more detailed Annual Service Delivery Plans which will be presented to the Council for consideration and adoption, with or without amendment. The Service Delivery Plans will set out in greater detail the activities to be undertaken in the year in question across all key function areas, in the context of the adopted Budget, to deliver on the objectives in this Corporate Plan. The Annual Service Delivery Plan will in turn be supported through more detailed Team Plans at functional area level. Each Annual Report will include an assessment of our delivery of services during the year when compared with the Service Delivery Plan together with details of any relevant NOAC reports arising from its evaluation of implementation of the Corporate Plan.

Leitrim is a unique County offering unparalleled quality of life, a rich and diverse natural environment and strong communities. It is important that we maintain this quality living environment while having a clear focus on economic development, attracting inward investment and encouraging local innovation and entrepreneurship.

Over the lifetime of this Plan we look forward to providing a high quality service to all our customers and to working with all stakeholders in order to develop County Leitrim as a vibrant and attractive County for people to live, work, invest and visit.



**Frank Curran**  
*Chief Executive*

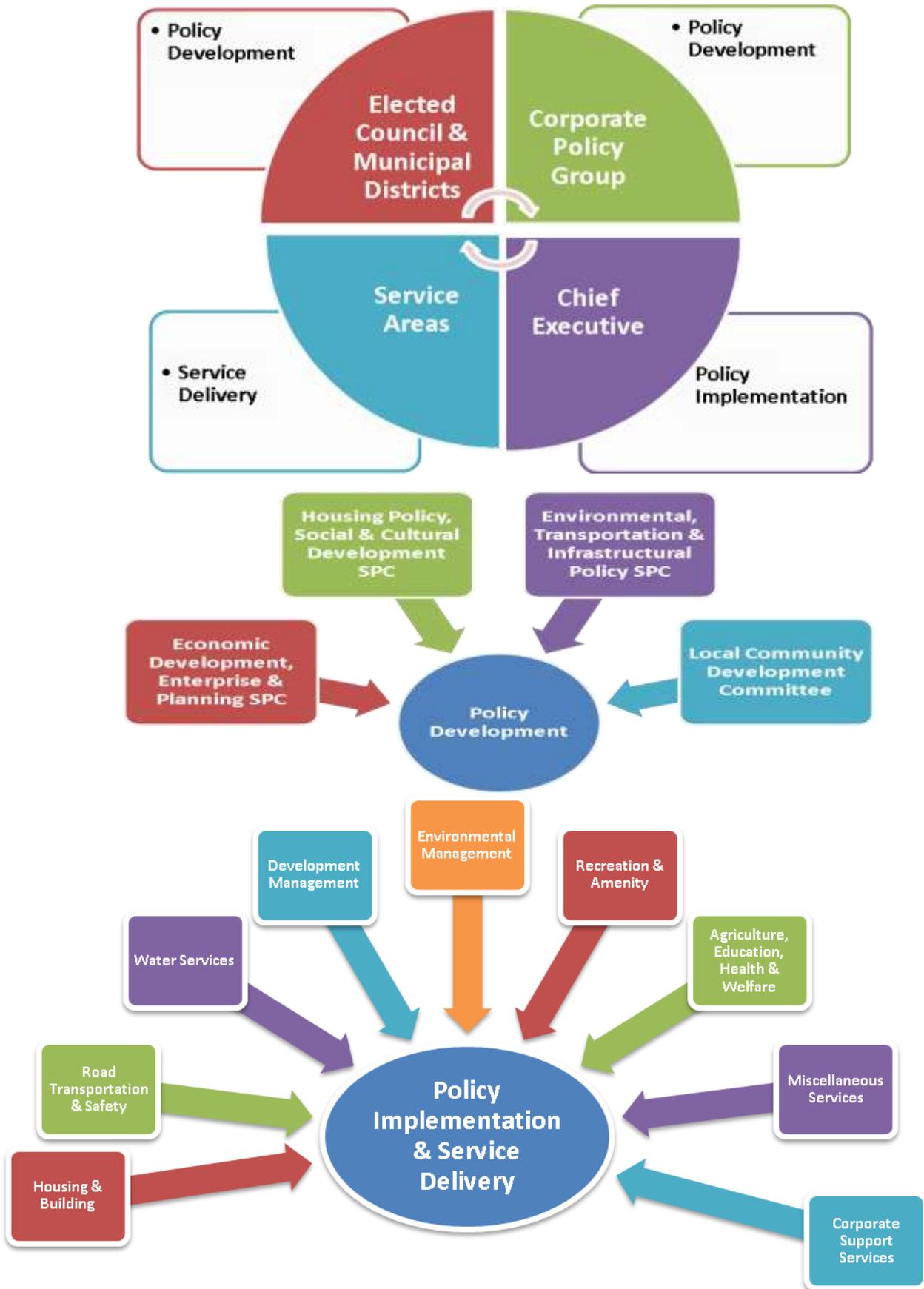


**Cllr. Paddy O'Rourke**  
*Cathaoirleach*

## **Our Mission Statement**

**To make Leitrim a sustainable, creative, inclusive County  
where individuals, family and business can flourish**

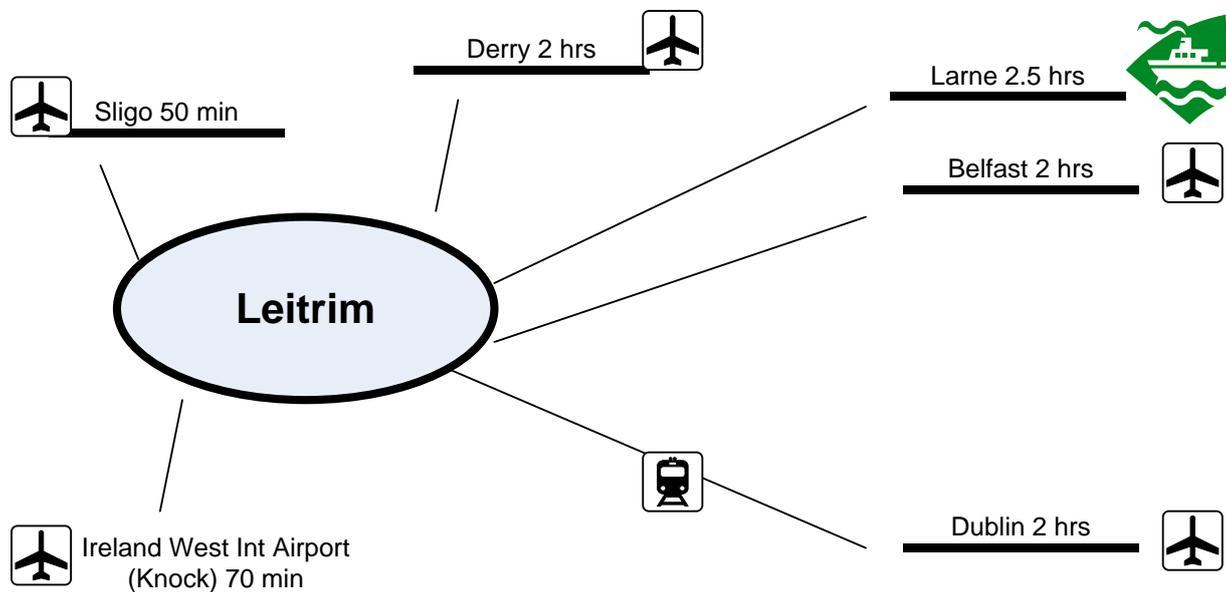
## Local Government Structure in Leitrim



## County Leitrim – A Profile

County Leitrim located in the North West of Ireland, in the Border Region occupies an area of 1,876 sq. km (613 sq. miles) and has a population of 31,978 (2011 Census).

The County is strategically located and very accessible with road rail and air links to the major cities of Dublin, Belfast, Derry and Sligo. The county is also served by a host of picturesque and renowned waterways.



The County is renowned for its attractiveness, rich culture and heritage and has a vibrant arts scene. There are many excellent recreation and leisure and amenity facilities including the Dock Arts Centre, Leitrim Leisure Centre, 9 Libraries and 10 playgrounds which reflect significant investment over the past decade in improving the social infrastructure.

### Demographics

County Leitrim has seen a reversal in population trends in recent years with a 23.87% increase in population over the period 2002 – 2011. The County Town of Carrick-on-Shannon experienced the greatest increase (753) representing a 40% change in population since 2002.

Key demographic facts for County Leitrim:

- The recent population growth – 12% between 2002-2006 and 10% between 2006-2011 compared with national average increases of 8% during these periods – is projected to continue for the next decade
- Leitrim has a very high proportion of its population living in rural areas - almost 90%. All of the County's main towns however have played their part in the County's recent population growth.
- The greatest proportionate change in population in Leitrim towns from 2006-2011 was experienced in Leitrim Village (88%) and Dromod (106%), whilst the largest actual increase in population over the same period occurred in Carrick-on-Shannon (719 persons) and Kinlough (328 persons).
- While Leitrim's Age Dependency Rate (the proportion of the population that is under 15 or over 64) at 36% is slightly higher than the 2011 national average of 33%, Leitrim's 0-15 year-old population accounts for 23% of its total population compared to a national average of 21%, showing that the County is very 'healthy' in demographic terms
- 60% of students in County Leitrim progress to Third Level Education, the joint highest % nationally
- While the County loses a significant number of its young adult/adult population through migration, including the need to migrate for Third level education, the County has benefitted from significant in-migration with some 18.5% of the 2011 population born outside of the County

## Corporate Plan 2010-2014 – Overview of Achievements

The following is a flavour of initiatives which have been delivered/undertaken over the period of the previous Corporate Plan – 2010-2014

### Economic Development

- Development of Leitrim County Council Local Jobs Plan
- Upper-Shannon-Erne Future Economy Project Business initiative, led by Bord na Mona, facilitated
- Annual ‘Training and Further Education Expo’ and ‘Self Employed Forum’ delivered in conjunction with County Development Board
- ‘Leitrim - One Call to Success’ Initiative implemented
- ‘The Hive’ – Leitrim’s Technology Enterprise Centre developed and launched as part of the Innovation & Enterprise Programme
- Various Training & Jobs Expo’s delivered
- Local Enterprise Office (LEO) established within Aras an Chontae
- Local Community & Development Committee (LCDC) established and work underway on development of Social & Economic Development Plan/Strategy for county
- Extensive promotion and marketing of the County as a tourist destination ‘Destination Leitrim’, Leitrim-Roscommon partnership established to collaborate on various initiatives and Tourism Forum established
- Significant investment in the tourism product including Glencar Waterfall, Carrick Heritage Trail, Jamestown Historical trail, Lough Allen Catchment promotional material, Various Angling Projects, Sliabh an Iarainn raised Bogs; Eagles Rock, Glenade, Farnaught Limekiln; multi-purpose recreational facility in Drumshanbo; Lough Rynn Rowing facility
- New Carrick on Shannon Local Area Plan 2010 - 2016 adopted
- Draft County Development Plan 2015-2021 prepared and public consultation process completed
- Community Plans completed for Kinlough/Tullaghan; Glenfarne/Belcoo/Blacklion; Rossinver/Garrison; Kiltyclogher/Cashel
- Development of Carrick-on-Shannon 2020 Vision
- North Leitrim Economic Development Vision
- Focus on broadband availability and penetration
- Leitrim Third Level initiative implemented
- Successful delivery of ‘Carrick 400’ and ‘The Gathering’ initiatives
- Leitrim Ambassador Programme developed as a local follow-on to ‘The Gathering’.
- Summer Schools (Anthony Trollope; John McGahern; Sean MacDiarmada); Leitrim Roots Festival etc
- Ongoing redevelopment of the Leitrim portal website [www.leitrim.ie](http://www.leitrim.ie)

### Infrastructural Development

- Continued investment in County’s national roads network - 1.4km realignment scheme on N16 at Diffreen; new road pavements laid on 3.8km of the N16 at Glenfarne Village and Diffreen; Phase I of the N16 Cornacloy to Sradrine Realignment Scheme completed; construction of new roundabout at N4 Castlecarra Road junction; new road pavement on a 1km stretch of the N4 at Jamestown; CPO and EIS for the N4 Carrick on Shannon to Dromod Road Scheme completed (project on hold)
- Carrick on Shannon Footbridge completed
- Continued investment in County’s non-national roads network
- Water Services Investment Programme – improvements in quality and capacity - Leitrim Towns & Villages Sewerage Scheme DBO completed; Carrick on Shannon Sewerage Scheme DBO completed; South Leitrim Regional Water Supply Scheme trunk mains upgrade completed; North Leitrim Regional Water Supply Scheme Phase 2 planning phase progressed.

- Significant investment programme under the Rural Water Programme addressing quality deficiencies in private group water schemes
- Significant investment on a range of routes under Smarter Travel and Active Towns Schemes (Carrick on Shannon, Ballinamore, Drumshanbo, Leitrim Village, Dromod, Carrigallen).
- Significant ongoing programme of investment in upgrading the Council's Housing Stock including general energy efficiency upgrade programme, fascia and soffit replacement programme, major refurbishment programmes in Treanmore, Mohill, Bredagh, Carrigallen and Dristernan, Drumshanbo
- 'In house' Water Conservation Project Team established in 2012 and Stage 1 & 2 Water Conservation Programme reports completed in 2013.
- Implementation of various tourism infrastructure projects including the development and opening of a multi-purpose recreational facility in Drumshanbo; Lough Rynn Rowing Centre Project; Visitors Centre & Artist Studios in Drumshanbo, Angling Infrastructure provision at various sites; further development of forest walks in Glenfarne Demesne; provision of expansive cross border scenic driving routes along with delivery of enhanced walks networks; Sliabh an Iariann Boardwalk and Farnaght Limekiln; new car park at Eagles Rock and upgrading of car park at Glenade lake; Preliminary Report prepared on Sligo North Leitrim greenway
- New Class B Fire Appliances delivered in Drumshanbo (2010) and Mohill (2013) and new BA Sets and Compressor provided for Fire Service

### **Cleaner and Greener Environment**

- Extensive environmental awareness programme delivered
- Enhancement works undertaken in various towns and villages
- Renewal and improvement of Council's housing stock and living environments in our housing estates
- Expansion of initiatives including Green Schools Programme, Adopt a Road and Adopt a Bring Bank Schemes
- River Basin Management Plans for the 3 regions which cover County Leitrim -Shannon RBD, Western RBD and Northern RBD (North-South Share) - adopted
- Significant water pollution enforcement activity
- Extensive recycling facilities provided
- Waste enforcement activity and cross border/interagency co-operation
- A comprehensive monitoring, investigation and enforcement programme completed on targeted locations including the Keeldra Lake area and Lough Melvin Catchment
- Two Authorised Treatment Facilities (ATF's) for the reception and dismantling of end-of-life vehicles in an environmentally friendly manner licensed and fully operational.
- Adoption of new Waste Presentation Bye-Laws and roll out of Pay by weight
- Risk-assessment completed on six Historic Landfills in the County.
- Action taken to regulate and reduce emissions to air.
- The formulation of a Draft Climate Change Strategy and the commencement of a programme of Energy saving measures at Council facilities and throughout the county
- The identification of areas at risk of flooding and the preparation of draft Flood Risk Management Plans

### **Culture and Recreation**

- New County Leitrim Arts Plan 2012-2017 adopted and implementation ongoing – initiatives include Artists Bursary Programme, Festival Support Programme, work with Screen Northwest to develop [www.leitrimfilm.ie](http://www.leitrimfilm.ie); annual County Leitrim Arts and Culture Awards
- 'The Dock' continues to be a flagship of Leitrim and Leitrim County Council earning a substantial national reputation for developing and presenting high quality arts activities, exhibitions and performances

- County Leitrim Sports Partnership Strategic Plan developed and extensive range of initiatives and activities delivered/implemented including Goal to Work, Goal to Peace, Annual Sports Star Awards, significant investment in sports development etc
- Range of Library Service initiatives including new Digital Library service, Multi-Sensory Room in Mohill Library; Reading Tree Summer Project; CoderDojo Workshops
- Energy efficiency and disability friendly upgrades completed at Drumshanbo Swimming Pool and Aura Leitrim Leisure

### **Sustainable Communities and Social Cohesion**

- Various inclusion projects and initiatives delivered under Peace III Action Plan for Leitrim
- County Leitrim Sports Partnership established and range of initiatives delivered
- Leitrim Age Friendly Alliance established focusing attention on delivering an Age Friendly County
- Awarded Chambers Ireland Excellence in Local Government Award 2011 for Goal for Peace project helping to integrate schools and clubs on a cross-community and cross-border basis
- Collaborative effort secured 'Gold' for Carrick on Shannon in Entente Florale competition
- 22 units of Sheltered Accommodation delivered at Main Street, Drumkeerin through Cluainin Voluntary Housing Association
- Tenant Liaison and Estate Management support provided to local authority tenants
- Leitrim Fire Service lead partner in the INTERREG funded "Driving Change" project and the Leonardo da Vinci Programme funded Transfer of Innovation "Multicom 112 Extension" Project
- Leitrim Fire Service organised two Regional Major Emergency Exercises on behalf of the Principal Response Agencies under the Major Emergency Management Framework
- Sponsorship of REHAB County people of the Year Awards
- Support provided to Comhairle na nÓg with representation from all second level schools in the County.
- Joint Policing Committee established and operational
- North West Regional Homelessness Action Plan adopted
- Work progressed on the implementation on the Council's Disability Implementation Plan

### **Organisational Objectives – Local Democracy, Service Delivery, Resource Management**

- Active Community Forum, Comhairle na nÓg and SPC Structures supported
- Leitrim Age Friendly Alliance established and Age Friendly Strategy and Action Plan launched
- Awarded Chambers Ireland 'Outstanding Customer Service Award' 2010
- Ongoing Business Process Reviews and rationalisation and amalgamation of work areas in context of providing more streamlined service and achieving efficiencies
- Range of procurement initiatives implemented and services retendered to secure savings and efficiencies
- Participation in national and regional Shared Services initiatives
- Various ICT initiatives implemented including managed print service, new IP telephony phone system, server rationalisation etc
- In-house Software Development Team established and business applications developed including Environmental Management Information System, Roadworks Inspection System Smartphone App and Council Plant Inspection Smartphone App; Electronic Statutory H&S Inspection Register etc
- Implementation of the new integrated HR system and improved management of sick leave and attendance
- National Job-Bridge and Gateway Labour Activation Initiative supported with associated employment opportunities

## Our Core Values

There are a number of **guiding principles** which, irrespective of the particular service or sector involved, **underpin all of the activities** of Leitrim County Council. **In fulfilling our mission and pursuing the implementation of this Plan, and in our everyday activities**, the Members and Staff of Leitrim County Council will be guided by the following **Core Values**:



## Our Operating Environment

Leitrim County Council as a key public service has two major responsibilities – to provide good quality accessible services in an efficient and effective manner and to exercise our civic leadership role to promote the economic, social and cultural development of the County in a balanced and sustainable manner.

Leitrim County Council operates in a dynamic and uncertain environment however which has altered dramatically in recent years and such changes present significant challenges and demand a flexible and responsive organisation to keep pace. One of the most significant such changes has been the establishment of Irish Water with all local authorities now delivering water services in the context of a Service Level Agreement and Annual Service Plan with Irish Water. As we move forward it will be necessary for Leitrim County Council to anticipate further changes in the environment and to proactively respond. Analysis of our internal and external environment needs to take account of current and likely trends and changes which will influence our ability to achieve the aims and objectives of this Corporate Plan. While we cannot predict the future, it is important, in determining our future strategies, to identify those factors and the extent of their influence, and this analysis of our ‘operating environment’ facilitates more informed decisions in relation to the strategies to be adopted and the associated resource requirements.

Public Service Reform is a key part of the Government’s strategic response to the present economic situation on the basis that sustained and effective reform is critical if the State is to continue to deliver essential services to the public in an environment of significantly reduced expenditure and staff numbers. A new Public Service Reform Plan 2014-2016 was published in January 2014 maintaining emphasis on increasing efficiency but with a much stronger focus on the delivery of the best possible outcomes for our people, for our economy and for our society. The Plan requires a real and measurable change in the way the Public Service designs and delivers services and is to be delivered through a focus on service users, on efficiency and on openness, underpinned by a strong emphasis on leadership, capability and delivery. The further potential of shared service initiatives to optimize the efficiency of the organization and the effectiveness of customer service will be a significant feature which will be fully explored. The Reform Programme will continue to critically impact on the nature and manner of service delivery by Leitrim County Council over the period of this Corporate Plan.

### External Environment

External factors in so far as they can be predicted include legal, financial, political, technological, environmental and demographic factors, all of which present challenges in the immediate future.

- ❖ **Legal** – the legal and regulatory framework within which local government operates has become increasingly complex and has particular implications for both the level of resources required and the future allocation of resources. Legal responsibilities emanating from both EU and national government will have first call on greatly reduced financial and staff resources, which in turn will impact on general service provision
- ❖ **Financial** – the dependence of the local government system, and Leitrim County Council in particular, on centralised funding leave it vulnerable to significant reductions in revenue allocation in an economic climate where austerity measures continue to be implemented. Proposed changes in funding distribution and equalisation together with a very difficult revenue collection environment present particular challenges in the Leitrim context, while centrally-determined initiatives such as early retirement schemes place additional stresses on an already stretched budgetary position.
- ❖ **Political** – As an agent of government, local authorities have ongoing responsibility for the implementation of government policy in a range of diverse areas such as the National Spatial Strategy,

the National Action Plan for Social Inclusion, Regional Waste Management Plans, Regional Planning Guidelines, Smarter Travel, National Climate Change Strategy, Social Housing Strategy and various other regional and national policy initiatives and programmes. This policy implementation role gives rise to a relationship with central government, and associated agencies, which extends beyond our parent Department of the Environment, Community & Local Government.

- ❖ **Socio-Economic** – Changing economic circumstances, demographic profiles and patterns, variations in emigration trends etc all have significant impact on resource allocation, consumer demand patterns, and the variations in policy response. Given the more recent turbulent variations in socio-economic data, it is evident that there will be a clear requirement for ongoing adaptation to the changed circumstances we are currently experiencing.
- ❖ **Technological** – the technological advances which have been experienced over the period of the last Corporate Plan clearly underline the necessity for an understanding and awareness of the potential for further enhancements in service delivery through technological advancement. This awareness will in turn inform the immediacy and duration of decision making in this area.

### Internal Environment

Critical to the delivery of this Corporate Plan is organisation capacity in terms of staff resources, organisational structure, work environment, training programmes, technology, work processes etc.

- ❖ **Human Resource Management** – the Corporate Plan cannot be achieved without the co-operation and support of the Staff and Members of Leitrim County Council. A skilled and committed staff, supported by enabling technologies, efficient work processes and relevant training and development is key to the achievement of our objectives, particularly in the context of reduced staffing resources and the ongoing embargo on recruitment. Leitrim County Council remains committed to the training, support and encouragement of its staff and in so doing will fully implement the PMDS process to address performance management and staff development. The provision of appropriate training programmes will also assist our elected members in carrying out their functions.
- ❖ **Operational Efficiency** – significant resource adjustments, changing demand patterns, alteration of functions etc necessitate ongoing assessment of structures and resource allocation to ensure that the organisation is maximising its potential. The Council is committed to ongoing examination and continuous review of internal systems, structures and processes to ensure that the organisation is best placed to deliver on its mandate and that the scarce staff resource is distributed in a manner that maximises efficiency and distributes the workload evenly
- ❖ **ICT** - the continuous improvement in service delivery will be driven by the staff resources of the Council, who in turn will require the technical assistance and advanced capability provided by technological improvements. The Council, in this context, will continue to invest in ICT systems and opportunities to enhance and support our Human Resource function
- ❖ **Performance Measurement and Indicators** – the continuing reduction in resource availability makes it more difficult to participate in performance indicator reporting in a meaningful way. Nevertheless, the use of service indicators, whether nationally or locally determined, provides an important framework for the benchmarking of performance across a range of areas. At best these indicators will show signs of improvement, or may show signs of under-resourcing. Leitrim County Council is committed to the continuous examination of its performance in the context of performance indicators, both national and local, which will be published so as to facilitate a greater understanding and openness in relation to the workings of the Council.

## Our Strategic Objectives and Supporting Strategies

The strategic objectives as set out endeavour to encapsulate the high level goals of the organisation. The attainment of these objectives requires a range of supporting strategies which are set out in each case. While it is envisaged that the overall thrust of the objectives will remain consistent throughout the Plan period, the strategies will be subject to ongoing review and revision as necessary.



**Economic Development - To lead, mobilise and support Enterprise and Economic Development in Leitrim, in conjunction with relevant agencies, and ensure that our physical and social infrastructure is sufficiently developed to support this**

**SUPPORTING STRATEGIES:**

**Policies & Plans – we will:**

1.1	Prepare and implement a Local Community & Economic Plan
1.2	Focus the delivery of our general functions and services proactively towards supporting enterprise and economic development
1.3	Create an entrepreneurial environment for businesses to establish themselves in the County and promote Leitrim as a central hub for local and regional development in this region
1.4	Ensure the County Development Plan and Local Area Plans provide an appropriate forward-thinking framework for the County and facilitate and support balanced and sustainable growth
1.5	Provide supports to local enterprise based on local needs and opportunities
1.6	Promote and support the growth of the Renewable Energy sector in Leitrim
1.7	Develop a vibrant rural economy driven by value-added agriculture and small food business
1.8	Develop a vibrant creative sector driven by practitioners, activities and opportunities of the highest calibre
1.9	Continue to participate in labour activation measures
1.10	Work closely with neighbouring authorities and other key agencies to ensure that infrastructural planning and development is both complimentary, consistent and mutually beneficial

**Marketing & Promoting a Positive Image – we will:**

1.11	Promote Leitrim as a central hub for local and regional development in this region
1.12	Build on the positivity of existing companies to sell Leitrim as a prime business location
1.13	Proactively promote and develop Leitrim's Tourism potential through a Tourism Growth Alliance of all key stakeholders in the tourism sector across both the private and public sector
1.14	Maintain the high quality of life and attractiveness of the County to support and influence investment decisions
1.15	Create vibrant Town Centres which are attractive to visit and shop in
1.16	Continue to enhance the attractiveness and appearance of our Towns and Villages and adopt a proactive approach to town and village renewal working in partnership with local communities
1.17	Continue to proactively develop and enhance the natural tourism base within the County and support and participate in the development of regional and cross-border tourism capacity and facilities

**Maximising External Opportunities – we will:**

1.18	Maximise co-operation and co-ordination with other agencies in relation to the economic social and cultural development of the County through the Local Community Development Committee (LCDC) and other key agencies
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1.19	Lobby for the delivery of necessary infrastructure to provide for current and future economic, social, environmental and cultural needs
1.20	Maximise the potential of all funding opportunities for the maintenance and further development of the County's infrastructure – EU/Mainstream/Cross Border/Other – directly and in conjunction with other agencies/organisations
1.21	Pursue, facilitate and support the provision of broadband infrastructure throughout the County and in particular work with the Department of Communications, Energy and Natural Resources in delivering the National Broadband Plan
1.22	Develop and implement, through the National Roads Authority and Department of Transport, a comprehensive programme for the upgrading, maintenance and improvement of our roads network within the County (national and non national)
1.23	Pursue, in conjunction with Irish Water, programs for the enhancement of our Drinking Water and Waste Water infrastructure to meet the needs of a developing County and seek to secure critical water services infrastructure for Leitrim under the Irish Water Capital Investment Plan and Water Services Strategic Plan, to ensure that water services capacity keeps ahead of and supports economic growth
1.24	Negotiate an appropriate Annual Service Plan to facilitate implementation of best practice in the management of existing water services infrastructure and capacity under the Service Level Agreement with Irish Water

#### Infrastructural Development – we will:

1.25	Identify infrastructural deficits and seek to provide infrastructure essential to support enterprise and promote employment
1.26	Actively pursue adequate funding to maintain and upgrade the public roads network and in the interim continue to implement all Schemes as a means of securing the upgrading of more minor public routes
1.27	Pursue the reinstatement of funding for the Local Improvement Scheme to address necessary upgrading of non-public roads
1.28	Provide a waste management infrastructure in accordance with national waste management policy
1.29	Continue to implement the Strategic Rural Water Plan
1.30	Facilitate all modes of sustainable transport and promote and support the development and maintenance of walking and cycling routes within the county in line with the Government's Smarter Travel Policy
1.31	Support the development and enhancement of transportation initiatives for rural areas and work with all transport providers in this regard
1.32	Continue to enhance and develop the Library Service in line with the provisions of 'Opportunities for All – A Strategy for Public Libraries 2013-2017' and to pursue improved Library facilities under the Library Capital Programme
1.33	Support the development and enhancement of local sports, leisure, recreational and arts facilities in line with our Recreation and Arts Strategies

**High Quality Sustainable Living Environment** - To improve, protect and promote the natural and man-made environment, encourage and facilitate participation by citizens in the development of their communities and promote an inclusive, creative, active and vibrant County

**SUPPORTING STRATEGIES:**

**Planning & Sustainable Development – we will:**

2.1	Seek to ensure that Leitrim’s natural and architectural heritage is protected, conserved and maintained to the highest standards
2.2	Develop and progress a range of plans and guidelines to direct future balanced and sustainable development throughout the County
2.3	Promote the prevention of water, waste, air and noise pollution through public awareness and education and implement adequate environmental monitoring and enforcement measures having regard to the requirements of EU and National environmental legislation
2.4	Continue to seek improvement of water quality in rivers, streams and lakes, and to implement River Basin Management Plans
2.5	Support the Catchment Flood Risk Assessment and Management (CFRAM) process and implement appropriate responses including working in partnership with all relevant agencies to deliver effective flood relief measures to reduce the risk of flooding
2.6	Implement the provisions of National and Regional Waste Management Strategies and policies with particular emphasis on waste minimisation, recovery, reuse and recycling
2.7	Strive to minimise Leitrim County Council’s impact on the environment from all our activities, through implementation of our Climate Change Strategy and contribution to the development of sustainable energy practices/technology through adoption of local policies/ practices
2.8	Continue to work to resolve remaining unfinished developments and dereliction throughout the County through a targeted, collaborative approach
2.9	Provide appropriate Veterinary Public Health Service and Animal Control and Welfare Service within context of Veterinary Shared Services Plan for the Western/Border Region.

**Quality Housing – We will:**

2.10	Promote good estate management practices to enhance the quality of life of residents
2.11	Manage and maintain the Council’s housing stock to an acceptable level and encourage and engage in the improvement of accommodation standards for existing and new stock of public and private housing
2.12	Provide and facilitate the provision of adequate and suitable housing accommodation to meet housing needs through the implementation of National Housing Policy (Social Housing Strategy, National Housing Strategy for People with a Disability etc) and the Council’s Housing Strategy
2.13	Meet the accommodation needs to those identified with a housing need, through a variety of housing options including the new Housing Assistance Payment (HAP) once implemented
2.14	Address the accommodation needs of our Traveller Community through implementation of our Traveller Accommodation Programme 2014-2018 and active engagement with the LTACC
2.15	Address the accommodation needs of Homeless Households in line with the provisions of the Implementation Plan on the State’s Response to Homelessness and the North West Regional Homelessness Action Plan

**An Inclusive County – we will:**

2.16	Support and assist community based networks such as the Public Participation Network (PPN) in developing their community leadership role and to recognise and support the participative needs of all communities throughout the County, including those minorities that may not have fully engaged in the past.
2.17	Actively promote and encourage public involvement in the development of local authority policies and plans in relation to infrastructural and other developments through open consultation processes
2.18	Actively support community initiatives via community organisations and other voluntary structures in the context of Tidy Towns, Estate Management, Playground Provision, Adopt a Road/Bring Bank, Graveyard Maintenance etc, to help build and sustain vibrant communities and promote shared responsibility generally
2.19	Recognise, support and encourage the representational role of young persons through the local Comhairle na nÓg
2.20	Support the operation of the Joint Policing Committee
2.21	Support the operation of the Leitrim Traveller Inter-Agency Group
2.22	Promote Road Safety initiatives and Road Safety Education
2.23	Support local communities in seeking to counteract the erosion of services and facilities in rural Ireland and the associated impacts on individuals and communities
2.24	Support the development and implementation of initiatives to assist the integration of new residents and marginalised groups
2.25	Maintain a clear focus on social inclusion in conjunction with other agencies and promote the concept of universal access for all in the delivery of services and infrastructure
2.26	Increase the participation in the social, economic and cultural life of Leitrim and improve the health and well-being of older persons in the County through inter-agency initiatives such as the County Leitrim Age Friendly Alliance and implementation of the Age Friendly Action Plan
2.27	Provide a suitably equipped, efficient and effective emergency response capability within the County in line with the provisions of the Government's 'Keeping Communities Safe' Fire Services and 'Major Emergency Management' Frameworks
2.28	Maximise community participation in the Civil Defence to facilitate their role in supporting the emergency services and in carrying out community support activities

**Promotion of Sports, Recreation, Arts and Culture – we will:**

2.29	Encourage and promote participation in fitness and sporting activities through a wide range of initiatives supported by Leitrim Sports Partnership together with other agencies and organisations.
2.30	Support the provision of social infrastructure in partnership with voluntary and community agencies and enhance and develop amenity facilities throughout the County
2.31	Work to further develop and grow the creative sector of the County, bring greater awareness to the arts activities and services in Leitrim, and ensure that each citizen has the opportunity to engage with and participate in the arts.
2.32	Provide an accessible, responsive and inclusive library service with a focus on lifelong learning, recreation and access to information

**Maximising Operational and Organisational Capacity** - To maximise the potential of our Human, Financial and ICT resources to optimise organisational capacity and performance and ensure high quality services and information tailored to meet the needs of all our customers

#### SUPPORTING STRATEGIES:

##### Enhance Political Structures – we will:

3.1	Facilitate and support the representational and policy making role of the Elected Members through the provision of timely information, advice, training, support and facilities
3.2	Consolidate and strengthen the local political structures – Council, Corporate Policy Group, Municipal Districts, Strategic Policy Committees, Local Community Development Committee, Public Participation Network – through training and other supports
3.3	Strengthen the spirit of partnership between Elected Members and Staff

##### Staff Learning & Development – we will:

3.4	Enhance the skills, competencies and motivation of employees through the implementation of a Performance Management & Development System
3.5	Equip staff with the facilities, skills and knowledge required to effectively carry out their roles
3.6	Support staff to reach their full potential through appropriate training, continued professional development (CPD), mentoring, experience sharing and skills transfer
3.7	Develop a Workforce Plan to manage succession, skills development, knowledge transfer and business continuity in the context of reduced and reducing resources
3.8	Utilise staff resources to the optimum level to meet the operating needs of the organisation with a focus on teamwork and co-operation across disciplines, sections and geographic areas
3.9	Encourage good employee relations and engage with stakeholders to implement significant changes and enhance organisational performance

##### Managing Risk and Resources

3.10	Promote and support the Safety, Health and Welfare of all employees through the implementation of an organisation-wide Safety Management System
3.11	Ensure fair treatment and equality of opportunity for all staff
3.12	Review and implement effective risk management systems
3.13	Ensure value for money in the procurement of goods and services through the use of best practice and compliance with national procurement policies
3.14	Ensure sound management of financial resources, budgetary control and best practice in internal audit and corporate governance
3.15	Ensure that the property and assets of Leitrim County Council are managed in a manner which maximises their present and future potential
3.16	Maximise all sources of funding and support the identification of additional funding opportunities
3.17	Ensure that Leitrim County Council complies fully with our responsibilities under Data Protection legislation and provisions

3.18	Ensure that the 'National Policy Framework for Children' is adhered to in all aspects of our interactions with children
3.19	Continue to review and streamline structures and work processes to maximise efficiency and performance and reflect staff and resource constraints and variations in customer and operational requirements and priorities
3.20	Fully explore and maximise opportunities arising from public service shared service initiatives at local, regional and national level to achieve economies of scale and value for money in service delivery and engage with the Programme Management Office (PMO) in this regard.

#### Quality Customer Service – we will:

3.21	Develop a targeted ICT Strategy and maximise the use and potential of ICT to deliver improved efficiency and quality customer services across the organisation
3.22	Optimise service delivery and customer care through the review and implementation of our Customer Charter
3.23	Ensure that our policies and procedures are fair and equitable in our treatment of all customers and that we fulfil our statutory duty to have regard to human rights and equality issues in the performance of our functions, and will develop an appropriate framework in this regard in consultation with the Irish Human Rights & Equality Commission.
3.24	Ensure that all information provided is accurate and up to date and provided in an easily understood manner
3.25	Establish a Customer Care Centre in Aras an Chontae as a first point of contact for customers
3.26	Continue to promote ease of access for all to Council services and premises
3.27	Ensure, through the implementation and management of our Customer Relationship Management System, that customer contacts are dealt with efficiently and appropriately
3.28	Facilitate customers in providing feedback on the quality of service delivery and customer experience in dealing with Leitrim County Council and develop appropriate responses
3.29	Provide an effective and transparent Customer Complaints system
3.30	Develop a Communications Strategy to address both internal and external communication
3.31	Continue to co-ordinate media queries through the designated Media Liaison Officer
3.32	Profile and promote the work of and provide improved access to information on services provided by the Council via our website and through local print and broadcast media
3.33	Maximise the use of Area Offices, Libraries and other Council buildings for the dissemination of information on Council services and public services generally
3.34	Promote awareness of the Irish language and Heritage of the County

## Implementation and Monitoring

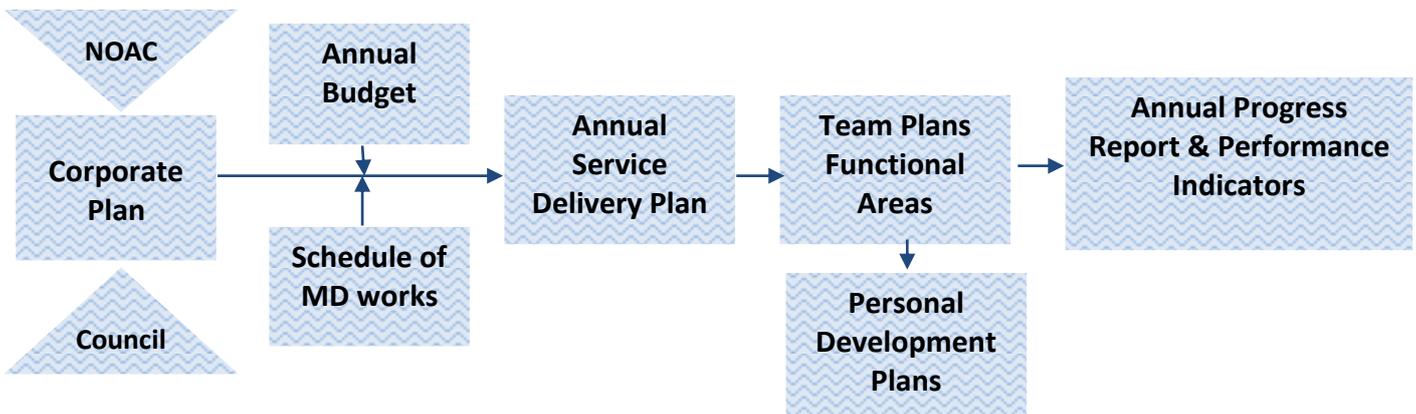
This Corporate Plan covers the five year period 2014 – 2019 and serves as our strategic framework for action during the lifetime of the current Council. The Plan will be the subject of monitoring in terms of adequacy, and evaluation in terms of implementation, by the newly established National Oversight and Audit Commission (NOAC) and will be reviewed and revised as necessary over its lifetime in the context of any relevant NOAC recommendations, or major changes in strategic direction, as and when such recommendations or changes arise.

Annual Service Delivery Plans will be prepared which will seek to deliver on the strategic objectives and supporting strategies. The Annual Service Delivery Plans will set out in greater detail the activities to be undertaken by Leitrim County Council across all key function areas, and in the context of the adopted Budget, to deliver on the objectives in this Corporate Plan and will prioritise programmes, initiatives and projects having regard to availability of resources, identify timelines for achievement of actions to deliver on specified objectives, identify key performance indicators and other measurable outcomes and assign tasks and responsibilities to the Directorates primarily responsible for executing them. The adoption of the Annual Service Delivery Plan will be a reserved function of the Elected Members of Leitrim County Council.

The delivery of the Annual Service Delivery Plan will be supported through more detailed Team Plans at functional area level and Personal Development Plans at individual staff member level.

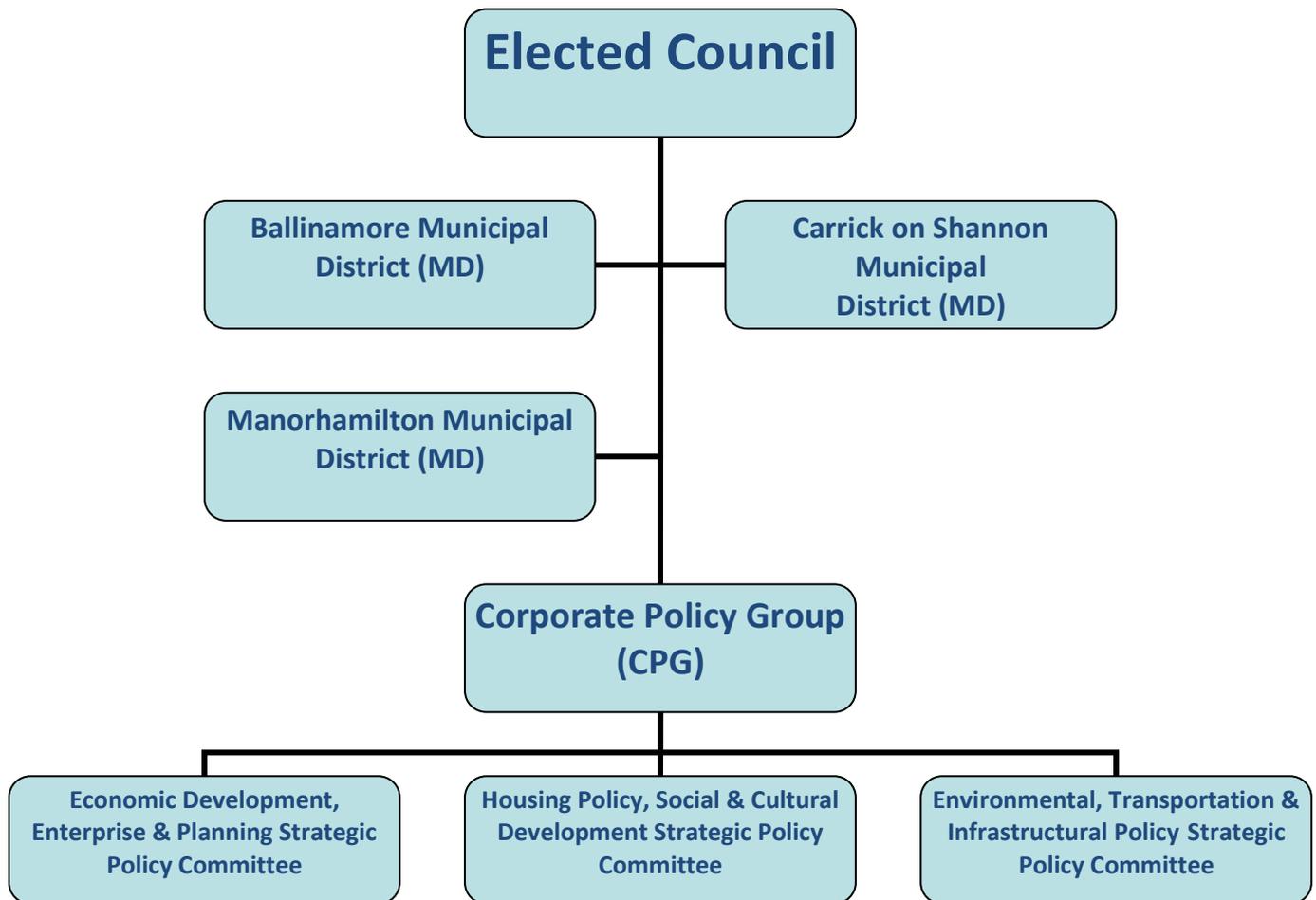
Each Annual Report will include a progress report on the Corporate Plan and an assessment of our delivery of services during the year when compared with the Service Delivery Plan. The Annual Report will also address any relevant NOAC reports arising from its evaluation of implementation of the Corporate Plan. Reporting on significant progress in relation to Corporate Plan objectives will also be provided in the Monthly Management Reports by the Chief Executive to the Council. Both the annual progress report and the Monthly Management Reports by the Chief Executive will be used to signal any changes in direction or emphasis and any amendment to the plan which may be necessary. Any changes to the Corporate Plan as identified in the Annual Progress Report will be reflected in subsequent Annual Service Delivery Plans.

A series of Performance Indicators are included in the Plan in order to ~~measure~~ monitor and evaluate progress towards achievement of the objectives of the Corporate Plan. These Performance Indicators, which are detailed at Appendix 3, incorporate 2014 baseline service provision levels. These Performance Indicators will be included in the Annual Service Delivery Plan with details of baseline service provision levels and targets for the year in question to provide incremental evidence of service delivery and performance. These Performance Indicators will be monitored and reviewed over the lifetime of the Corporate Plan – it is envisaged that these new output/outcome-based performance indicators will evolve and develop over time - and will be the subject of scrutiny by NOAC. A report on performance under each of the indicators will also be included in the Council’s Annual Report.



**Appendix 1 – Organisational Structure**

**Council Structure**



**Management Structure**



## Appendix 2 – Membership of Leitrim County Council

### Members Elected June 2014

#### Ballinamore Electoral Area

<b>BARRY, BRENDAN</b> , No. 2 Hillcrest Grove, Drumshanbo, Co Leitrim
<b>DOLAN, GERRY</b> , Cornashamsogue, Drumshanbo, Co. Leitrim
<b>ELLIS, CAILLIAN</b> , Fenagh, Ballinamore, Co. Leitrim
<b>KENNY, MARTIN</b> , Cloonsarne, Aughavas, Co Leitrim
<b>McCARTIN, JOHN</b> , Mullyaster, Newtowngore, Co Leitrim
<b>O'ROURKE, PADDY</b> , Killahurk, Carrigallen, Co Leitrim

#### Carrick-on-Shannon Electoral Area

<b>ARMSTRONG-MCGUIRE, FINOLA</b> , Main Street, Carrick-on-Shannon, Co Leitrim
<b>GUCKIAN, DES</b> , Derrywillow, Dromod, Carrick on Shannon, Co. Leitrim
<b>GUCKIAN, SINÉAD</b> , Quay Street, Drumsna, Co Leitrim
<b>LOGAN, SÉADHNA</b> , Lower Main Street, Mohill, Co. Leitrim
<b>McGOWAN, SÉAN</b> , Cloonturk, Dromod, Co Leitrim
<b>STENSON, ENDA</b> , Drumrahan, Eslin Bridge, Carrick-on-Shannon, Co Leitrim

#### Manorhamilton Electoral Area

<b>BOHAN, MARY</b> , Drumkeerin, Co Leitrim
<b>DOLAN, FRANK</b> , Doonkelly, Fivemilebourne, Co Leitrim
<b>FALLON, PADRAIG</b> , Sheena Drumkeerin Co. Leitrim
<b>GURN, FELIM</b> , Main Street Manorhamilton, Co. Leitrim
<b>MCDERMOTT, SEAN</b> , Mullaun, Manorhamilton, Co Leitrim
<b>WARNOCK, JUSTIN</b> , Gurteendarragh, Kinlough, Co. Leitrim

## Appendix 3 – Performance Indicators & Baseline Data

### National Performance Indicators & Baseline Data

Ref	Functional Area	Metric/Performance Indicator	2014 Baseline Data
H1	Housing	<p><b>Social Housing Stock:</b></p> <p>A. Overall total number of dwellings provided by Leitrim County Council in year comprising:</p> <p>B. Number of dwellings constructed (B1) or purchased (B2) during year</p> <p>C. Number of units provided under RAS during year</p> <p>D. Number of units provided under HAP during year if operated</p> <p>E. Number of units provided under Social Housing Leasing Initiative (including unsold Affordable Scheme units and NAMA sourced properties and the Mortgage to Rent Scheme) during year</p> <p>F. Overall total number of social housing dwellings at end year comprising:</p> <p>G. Total number of dwellings directly provided (constructed or purchased)</p> <p>H. Total number of units provided under RAS</p> <p>I. Total number of units provided under HAP if operated</p> <p>J. Total number of units provided under the Social Housing Leasing Initiative (including unsold Affordable Scheme units and NAMA sourced properties and the Mortgage to Rent Scheme)</p>	<p>A = 4</p> <p>B = 1 (purchased)</p> <p>C = 3</p> <p>D = 0 (not in operation in Leitrim)</p> <p>E = 0</p> <p>F = 1,014</p> <p>G = 940</p> <p>H = 74</p> <p>I = 0 (not in operation in Leitrim)</p> <p>J = 0</p>
H2	Housing	<p><b>Housing Voids:</b></p> <p>A. % of the total number of dwellings at H1G that were vacant at year end</p>	A. 8.72%
H3	Housing	<p><b>Average Re-Letting Time and Cost:</b></p> <p>A. Time taken from the date of vacation of dwelling to the date in year when a new tenancy had commenced in the dwelling, averaged across all units re-let in year</p> <p>B. Cost expended on getting the re-tenanted units in year ready for re-letting, averaged across all units re-let in year</p>	<p>A. 57.8 weeks (includes a significant number of long term void properties)</p> <p>B. €8,237.84 (includes properties significantly refurbished/upgraded under Voids Programme)</p>
H4	Housing	<p><b>Housing Maintenance Cost:</b></p> <p>A. Expenditure during year on the repair and maintenance of housing bought or built by the LA compiled on a continuous basis from 1 January to 31 Dec, divided by the no. of directly provided units in the LA stock at 31/12 i.e. data at indicator H1G.</p>	A. €1,329.85 per unit

H5	Housing	<b>Private rented sector inspections</b> A. Total number of registered tenancies in the Local Authority area B. Number of inspections carried out	5% A. 1,241 B. 62
H6	Housing	<b>Long-term Homeless Adults</b> A. Number of adult individuals that are long-term homeless as a % of the total number of homeless adult individuals.	0% (No homeless adult individuals at 31/12/14)
R1	Roads	<b>Ratings in Pavement Surface Condition Index</b> A. The % of (a) Regional, (b) Local Primary, (c) Local Secondary, and (d) Local Tertiary road surfaces in each of the 10 PSCI rating categories (1 to 10) at 31/12.	See Table below **
R2	Roads	<b>% of motor tax transactions conducted online</b> A. Percentage of motor tax transactions which are dealt with online (i.e. transaction is processed and the tax disc is issued).	44.02%
W1	Water	<b>Unaccounted For Water as % of total volume of water supplied under LA schemes</b> A. Unaccounted for water (UFW) as percentage of total volume of water supplied in year under water supply schemes that the local authority is responsible for under a Service Level Agreement	47.07% (68 GWS's taken in charge late 2013 which increased the network significantly)
W2	Water	<b>% Drinking water (public and private schemes) in compliance with statutory requirements</b>	Public - 99.4% Private – 99%
E1	Waste/Env	<b>Number of Licensees operating in Local Authority Area</b> A. The number of waste facility permits and certificates of registration granted by the LA and not yet expired as at 31/12/14.	3
E2	Waste/Env	<b>No./% of Households with access to a 3 bin service</b> A. The number of households, based on the 2011 Census, who are in receipt of a 3 bin service at 31/12/2014 B. The percentage of households within the LA area (also as per the 2011 Census) that the number at A above represents	A. 6,698 B. 54.77%
E3	Waste/Env	<b>No. of Waste complaints lodged with the EPA Office of Environmental Enforcement</b> A. The number of distinct complaints relating to waste within the LA area that were referred to OEE in period 1/1/14 to 31/12/14 because the problem persisted after investigation of the complaint by the LA.	0

E4	Waste/Env	<b>% of other (i.e. not waste) environmental pollution complaints closed</b> A. % Litter Pollution cases closed by 31/12/2014 B. % Air Pollution cases closed by 31/12/2014 C. % Noise Pollution cases closed by 31/12/2014 D. % Water Pollution cases closed by 31/12/2014	A. 81.82% B. 40% C. 80% D. 36.36%.
E5	Waste/Env	<b>% of Local Authority area within the 5 levels of litter pollution</b> % of the area within the LA that when surveyed in year was 1) unpolluted or litter free, 2) slightly polluted, 3) moderately polluted, 4) significantly polluted, or 5) grossly polluted.	Surveys not carried out by Leitrim County Council in 2014
P1	Planning	<b>New Buildings Inspected</b> Buildings Inspected as a percentage of new buildings notified to the local authority	16.28%
P2	Planning	<b>No./% of Planning decisions confirmed by An Bord Pleanála</b> A. Number of LA planning decisions which were the subject of an appeal to <i>An Bord Pleanála</i> that were determined by the Board on any date in the last year B. % of the determinations at A which were to confirm either with or without variation the decision made by the LA	60% A. 5 B. 3
P3	Planning	<b>% of Planning Enforcement cases closed as resolved</b> A. Total number of planning cases (as opposed to complaints) referred to or initiated by the local authority in the period 1/1 to 31/12 that were investigated B. Total number of cases that were closed during year C. % of cases at B that were dismissed under section 152(2), Planning and Development Act 2000 D. % of the cases at B that were resolved to the LA's satisfaction through negotiations E. % of the cases at B that were closed due to enforcement proceedings (i.e. remedied in response to a warning letter issued under section 152 of the Act or to an enforcement notice issued under section 154 of the Act or where a prosecution was brought under section 157 or an injunction was sought under section 160 of the Act) F. Total number of planning cases being investigated as at 31/12.	38.71% A. 31 B. 12 C. 66.67% (8) D. 25% (3) E. 8.33% (1) F. 19
P4	Planning	<b>Cost per Capita of the Planning Service</b> A. The <b>Annual Financial Statement (AFS)</b> Programme D data divided by the population of the LA area per the 2011 Census.	€39.44
F1	Fire Service	<b>Cost per Capita of the Fire Service</b> A. The <b>Annual Financial Statement (AFS)</b> Programme E data divided by the population of	€69.49

		the LA area per the 2011 Census.	
F2	Fire Service	<p><b>Service Mobilisation</b></p> <p>A. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of fire</p> <p>B. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of all other (non-fire) emergency incidents</p>	<p>4.92 mins</p> <p>4.7 mins</p>
F3	Fire Service	<p><b>Percentage of Attendances at Scenes</b></p> <p>A. % of cases in respect of fire in which first attendance at the scene is within 10 minutes</p> <p>B. % of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes</p> <p>C. % of cases in respect of fire in which first attendance at the scene is after 20 minutes</p> <p>D. % of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes</p> <p>E. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes</p> <p>F. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes</p>	<p>A. 46.94%</p> <p>B. 46.94%</p> <p>C. 6.12%</p> <p>D. 50.00%</p> <p>E. 36.51%</p> <p>F. 13.49%</p>
L1	Library	<p><b>Library Visits</b></p> <p>A. Number of visits to libraries per 1,000 population for the LA area per the 2011 Census.</p>	6,206.37 (relates to full time libraries only in 2014)
L2	Library	<p><b>Cost of operating a Library Service</b></p> <p>A. The <b>Annual Financial Statement (AFS)</b> Programme F data divided by 1,000 population of the LA area per the 2011 Census.</p>	€43,113.59
Y1	Youth/ Community	<p><b>Participation in <i>Comhairle na nÓg</i> scheme</b></p> <p>A. Percentage of local schools and youth groups involved in the local Youth Council/<i>Comhairle na nÓg</i> scheme</p>	100% (Youth Groups not part of <i>Comhairle na nÓg</i> in Leitrim)
Y2	Youth/ Community	<p><b>No. of Gateway participants employed as % of target</b></p> <p>A. Number of Gateway participants who commenced a work placement during year expressed as a % of the placements allocated to the LA.</p>	89.09% (49 of 55)

Y3	Youth/ community	<b>% of nominees to LCDC membership via the PPN structures from the most marginalised SICAP groups</b>	40% (2 of 5 nominees)
Y4	Youth/ Community	<b>Number progressing to FT, PT or self-employment within 6 months of receipt of a Goal 3 employment support</b> A. The no. of people in the 'Individuals supported into employment or self-employment' category, who commenced that employment within 6 months of receiving a Goal 3 support, included in the Local Community Development Programme Annual Report	Not applicable in 2014 – SICAP commencing 2015
C1	Corporate	<b>Total Number of WTEs</b>	258.7 (excludes 48 Retained Fire-fighters)
C2	Corporate	<b>Working Days lost to Sickness</b> A. Percentage of working days lost to sickness absence through medically certified leave B. Percentage of working days lost to sickness absence through self-certified leave	A. 4.06% B. 0.33%
C3	Corporate	<b>No. of page visits to LA website</b>	333,958
C4	Corporate	<b>Overall cost of ICT provision per WTE</b> A. All revenue expenditure on hardware and software plus depreciation (20% straight-line) on existing hardware plus IT consultancy and IT contracts plus IT licensing fees and the relevant proportion of the central management charge for the period from 1/1 to 31/12, divided by the WTE no. supplied under the C1 indicator.	€4,342.31
M1	Finance	<b>5 Year summary of Revenue Account balance</b>	<b>2010</b> -€34,857 (Deficit) <b>2011</b> +€5,476 (Surplus) <b>2012</b> -€1,361,560 (Deficit) <b>2013</b> -€100,246 (Deficit) <b>2014</b> +€153,120 (Surplus - unaudited)
M2	Finance	<b>5 Year summary of % collection levels for major revenue sources</b>	<b>2010</b> Rates – 78% Rents – 94% Loans – 74%  <b>2011</b> Rates – 72% Rents – 93%

			Loans – 71%
			<b>2012</b> Rates – 64% Rents – 91% Loans – 65%
			<b>2013</b> Rates – 65% Rents – 91% Loans – 63%
			<b>2014</b> Rates – 60% Rents – 87% Loans – 60%
J1	Economic Development	<b>No. of jobs created</b> The no. of jobs created with assistance from the Local Enterprise Office during the period 1/1 to 31/12	19 new (through LEO grants)

## \*\* Re Indicator R1

R1	PSCI Rating									
Road Type	1	2	3	4	5	6	7	8	9	10
Regional	0%	0%	0%	0%	74%	20%	2%	3%	1%	0%
Local Primary	0%	0%	0%	2%	7%	15%	33%	30%	12%	0%
Local Secondary	0%	0%	1%	6%	21%	30%	32%	8%	2%	0%
Local Tertiary	1%	3%	4%	13%	25%	26%	18%	8%	2%	0%
National Primary	0%	0%	0%	0%	68%	14%	12%	0%	6%	0%

### Additional Local Performance Indicators & Baseline Data

Ref	Functional Area	Metric/Performance Indicator	2014 Baseline Position
Loc 1	Housing	Number of units upgraded under Improvement Works Programme	201
Loc 2	Housing	New tenancies created	56
Loc 3	Housing	Number of private Housing Adaptation Grants Paid	60
Loc 4	Housing	% achievement Traveller Accommodation Programme targets	111%
Loc 5	Planning	Number of formal pre planning enquiries and average waiting time	88 – 17.56 working days
Loc 6	Environment	% schools participating in environmental campaigns (Green Schools)	100%
Loc 7	Youth/Community	Participation in community organisations – number of groups associated with the PPN	156
Loc 8	Youth/Community	Participation in sport (Leitrim Sports Partnership Events / Activities)	7,000
Loc 9	Youth/Community	Usage of social infrastructure: <ul style="list-style-type: none"> <li>No. of visitors to local authority facilitated leisure facilities per 1,000 population</li> <li>No. of childrens playgrounds per 1,000 pop directly provided/facilitated by LCC</li> </ul>	Data awaited 0.53
Loc 10	Youth/Community	Number participating in Arts activities	17,542
Loc 11	Corporate	% Customer Contacts closed within 4 weeks	82.5%
Loc 12	Finance	% suppliers paid within 15 days	87.96%
Loc 13	Economic Development	Number of start-ups through LEO/local services (not including non eligible start ups who availed of training and mentor support).	12 (start-ups through grant support)
Loc 14	Economic Dev	Number of grants approved (LEO)	22
Loc 15	Economic Dev	Number of companies mentored (LEO)	96
Loc 16	Economic Dev	Number of participants on Start your Own Business Courses	76
Loc 17	Economic Dev	Business vacancy rate	15.5% (Geo Directory)
Loc 18	Tourism	Number of page visits to Tourism website	1.2 million page views 6,665 Facebook likes 1,773 Twitter followers
Loc 19	Tourism	Number of visitors at specific points <ul style="list-style-type: none"> <li>Glencar Waterfall</li> <li>Costello Chapel</li> <li>Glenade Car Park</li> <li>Eagles Rock</li> <li>Lime Kiln</li> </ul>	66,200 (All year) 14,013 (Aug – Nov) 3,491 cars (Jan – Nov) 2,848 (Mar- Aug) 130 (Nov)

