

Corporate Plan

South Tipperary County Council

Mission Statement

To lead the development of South Tipperary for present and future generations.

Introduction

The preparation of the a new Corporate Plan provides an opportunity for South Tipperary County Council to examine how it manages its leadership role in the development of South Tipperary for present and future generations.

The Corporate Plan process allowed us to consider and review our mission statement, core values and corporate objectives. As part of the process, we were also mindful of the challenges facing this local authority, such as delivering on important elements of the National Development Plan, retaining a customer and citizen focus, and addressing issues of social inclusion and sustainable development. Having done so, it seemed appropriate to reflect the new core values and corporate objectives across all our areas of service delivery. The objectives for each service are supported by strategies which illustrate how the objectives will be achieved.

A thorough consultation process was engaged in for the preparation of this plan, which included Members, management and employees working on a partnership basis.

With this process now undertaken, we are confident that with the commitment and support of all those we work with, we can positively lead the development of South Tipperary over the next five years.

Mattie McGrath, M.C.C.
Cathaoirleach.

Edmond O'Connor,
County Manager.

Mandate

The role of the County Council impacts on all who live in the county in varying ways from the quality of the environment in which we live to our social, economic and cultural infrastructure.

In addition to providing essential quality services the County Council has a wider role to play in the community. As the primary elected body in the county the County Council is the only organisation with the necessary democratic legitimacy to speak for the people of South Tipperary and to represent the county in broader fora.

This advocacy and leadership role on behalf of the people and communities of South Tipperary also involves regular contact with central government, its departments and agencies and liaison with a wide range of regional organisations which impact on South Tipperary. The strong role played by the County Council in relation to operation of the County Development Board and Strategic Policy Committee system has helped to integrate the delivery of services and enhance democracy in the county.

The continued development of social partnerships is now, more than ever, an important part of the way we operate.

South Tipperary County Council also has an overall responsibility to the people it serves. In this regard it is vital that we work in close co-operation with our colleague local authorities of Clonmel Borough Council and the Town Councils of Carrick-on-Suir, Tipperary and Cashel for the delivery of quality services.

Council Members

<i>Name and Address</i>	<i>Tel. No.</i>	<i>Political Party</i>
Cahir Electoral Area		
Liam Ahearn, Ballindoney, Grange, Clonmel	052-38142	Fine Gael
Michael Anglim, Ballylaffin, Ardfinnan	052-66170	Fianna Fail
Seanie Lonergan, Garryroan, Cahir	052-42094	Labour
Mattie McGrath, Mullough, Newcastle	052-36352	Fianna Fail
Cashel Electoral Area		
Jack Crowe, Convent Cross, Dundrum	062-71145	Fine Gael
Roger Kennedy, Camus, Cashel.	062 61296	Fianna Fail
Sean McCarthy, John Street, Cashel.	062-61129	Fianna Fail
Tom Wood, 27 Main Street, Cashel.	062-63142	Non-Party
Clonmel Electoral Area		
Tom Ambrose, Dun Mhuire, 7 Melview, Clonmel.	052-22581	Fianna Fail
Pat English, Churchview, Rathronan, Clonmel.	052-24014	Non- Party
Derry Foley, Garryroe, Clonmel	052-70927	Fine Gael
Pat Norris, Rathronan, Clonmel	052-22878	Fianna Fail
Sean Nyhan, 5 Davis Avenue, Clonmel	052-22285	Fine Gael
Billy Shoer, 16 Albert Street, Clonmel.	052-26769	Non-Party
Phil Prendergast, 6 Marlfield Road, Clonmel	052-24380	Non-Party
Fethard Electoral Area		
Denis Bourke, Castle Park, Carrick-on-Suir.	051-641338	Fianna Fail
John Fahey, Graystown, Killenaule	052-56349	Fine Gael
Denis Landy, Mainstown, Carrick-on-Suir	051-641641	Labour
Susan Meagher, Shangarry, Ballingarry	052-54163	Fianna Fail
Michael O'Brien, Rathkenny, Drangan, Thurles	052-52169	Fine Gael
Eddie O'Meara, Ballydonnell, Mullinahone	052-53229	Non-Party
Tipperary Electoral Area		
John Crosse, Donohill Cross, Tipperary.	062-76105	Fine Gael
Joe Donovan, Moneynaboola, Aherlow	062-56232	Fianna Fail
Michael Fitzgerald, Rathclogheen House, Golden.	062-72136	Fine Gael
Christy Kinahan, 19 Cashel Road, Tipperary.	062-52134	Non-Party
Michael Maguire, Lattin, Tipperary.	062-55129	Fianna Fail

History

1.1 Historical Context

South Tipperary County Council was established under the Local Government Act, 1898. The inaugural meeting of the Council was held on 22nd April, 1898 in the Courthouse, Clonmel. Today there are 26 elected members representing the 5 Electoral Areas of Cahir, Cashel, Clonmel, Fethard and Tipperary.

The headquarters are situated at Áras an Chontae, Emmet Street, Clonmel. The Council also has Area Offices in Cahir, Carrick-on-Suir, Cashel and Tipperary.

1.2 Our Services

South Tipperary County Council is a multi-purpose, multi-faceted organisation with a vital role in providing key services for a population of some 79,000 in an area of 872 sq. miles. The delivery of these services is underpinned by the core values and corporate objectives set out in this document.

The functions and services of the Council are classified into eight programme groups, a broad outline of which is set out hereunder:-

Housing and Building:

Assessment of housing needs, provision and management of local authority housing, facilitating the provision of voluntary housing, assistance to persons housing themselves or improving their houses, accommodation of travellers, and enforcement of certain housing standards and controls.

Road Transportation and Safety:

Road maintenance and improvement, public lighting, traffic management, safety education, registration and taxation of vehicles and licensing of drivers.

Water Supply and Sewerage:

Provision and maintenance of quality water supply and sewerage schemes, public conveniences and assistance towards the provision of piped water supply and/or sewerage facilities.

Development Incentives and Controls:

Physical planning policy, control of new development and building, conservation of built and natural environment, promotion of industrial and other development.

Environmental Protection:

Waste collection and disposal, burial grounds, civil defence, safety of structures and places, fire protection, removal of dereliction, pollution control.

Recreation and Amenity:

Swimming pools, libraries, parks, open spaces, recreation centres, art centres, museums, conservation and improvement of amenities.

Agriculture, Education, Health and Welfare:

Contribution to Joint Drainage Committees, Vocational Education Committee, contribution to Health Board, higher education grants and other services of a social and community nature.

General:

Financial management, community and enterprise development, local elections, register of electors, consumer protection, information technology.

1.3 Coat of Arms

The Coat of Arms incorporating the motto for South Tipperary “Vallis Aurea Suriensis”, “The Golden Vale of the Suir”, reflects the history, culture and geographic features of the area.

Operating Environment

South Tipperary County Council's most important role is to lead the development of the county. The way in which we can ensure the delivery of this role is constantly changing. Factors which influence change include Government policies, resources, inter agency co-operation and public expectation.

The environment in which South Tipperary County Council operates has a significant bearing on its ability to fulfil its mandate effectively. The capacity of the Council to achieve its objectives will depend on this environment and the availability of sufficient finance, staff and other resources. Developing legislative requirements may also have major implications for the delivery of service. Other critical success factors include:-

- ❑ General performance and competitiveness of the Irish economy,
- ❑ Government decisions in the allocation of resources,
- ❑ Objectives of the post 2006 National Development Plan,
- ❑ Capacity of all partners to buy into locally agreed priorities
- ❑ Securing the availability of an appropriately skilled workforce, the creation of investment opportunities.

We must have regard to such critical success factors, which are both challenging and appropriate. We also need to take account of all relevant Council policies including the County Development Plan, County Strategy, the Housing Strategy and the Waste Management Strategy.

The Council has developed a greater focus on policy, strategy and flexibility. Change demands that we examine and challenge existing practices on a continuous basis. To meet our goals we need strong leadership and commitment by the elected members, management and employees. We will continue to foster the ability of all concerned with the delivery of our objectives through ongoing training and development, the use of technology, improved communications, team working and flexibility.

South Tipperary County Council will continue to develop its services in a strategic manner and will operate in an open and transparent way. We will endeavour to achieve the objectives set out in this plan with the co-operation of our members, staff and the public of South Tipperary.

Corporate Objectives

Civic Leadership

To maintain and strengthen the leadership role of local government and ensure cohesive economic, social and sustainable development of the county.

Our Customers

To ensure quality service to our customers, setting standards for responsiveness, efficiency and cost effectiveness.

Our Employees

To value our employees, ensure a safe supported working environment, nurture partnership, optimise efficiency, encourage teamwork with a strong stakeholder focus.

Economic and Physical Environment

To promote the development of our physical infrastructure to facilitate sustainable economic and social development and to protect and enhance our environment.

An Inclusive Society

To promote equal access to opportunities in co-operation with other public, local development and social partners.

Core Values

All our work and activities are guided and underpinned by the following core values and principles of operation:

- Placing our customers and their needs at the centre of our activities, taking into account their views, aspirations and concerns.
- Recognising the role and function of elected County, Borough and Town Councillors and Strategic Policy Committee members as an integral part of the democratic structure of our system of local Government.
- Acknowledging the role of all our employees and promoting a sense of pride in the workplace.
- Striving for quality and excellence in all the services we provide and delivering all of these services with integrity, fairness, effectiveness, efficiency, transparency and accountability.
- Promoting economic, social and cultural development in South Tipperary.
- Striving for value for money, the maximisation of resources, availing particularly of the opportunities provided by new technology and strategic partnerships.
- Promoting social inclusion.

Housing

Objectives:

- To provide and to facilitate the provision of suitable accommodation and appropriate assistance for those in need.
- To ensure the provision of good quality residential developments in both the public and private sectors, which promote a sense of community and belonging and to encourage good socially balanced mix through the provision of appropriate mixed developments.
- To expand the Council's housing maintenance and upgrading programme and ensure the provision of good quality housing stock.

Supporting Strategies

- Implement the Social & Affordable Action Plan 2004 – 2008.
- Secure the availability of an adequate supply of land for the provision of housing both private and social.
- Implement the Department of the Environment Heritage and Local Government multi annual housing construction programme for the county.
- Promote all options available for social and affordable housing as outlined in departmental housing policy documents.
- To provide loans and incentives for people housing themselves.
- To utilise and co-operate with other sectors (private and voluntary) in the provision of social and affordable housing.
- Progress the implementation of the Traveller Accommodation Programme.
- Streamline the maintenance programme and implement an integrated I.T. system to facilitate the formulation of detailed plans for housing maintenance and upgrading purposes. Complete re-letting repairs and re-let vacant houses as expeditiously as possible.
- Develop estate management initiatives with residents of Council housing schemes.

- Cooperate with the Private Residential Tenancies Board in the implementation of the Residential Tenancies Act, 2004.
- Utilise an inter-agency and consultative approach to the development, review and implementation of the Council's housing policies and plans, so that the complex needs of our customers are addressed in a holistic and integrated manner.

Roads Section

Objectives

- To progress the design and construction of the National Road Network in accordance with the National Development Plan in cooperation with the NRA and other stakeholders to support sustainable development and facilitate social and economic investment, and growth in the County
- To implement quality road improvement and road restoration schemes
- To promote road safety and implement road safety measures.
- To have a proactive approach to internal and external customer communication supported by appropriate technology, training and work practices having regard to customer needs
- To provide and maintain good standard public lighting in built up areas

Supporting Strategies

- To implement procedures and request resources necessary to proactively progress National Roads Projects from initial planning and design through to construction
- To have regard to appropriate national and local policies, plans and guidelines
- To complete the annual roadworks programme and have procedures and resources in place to ensure adherence to timeframes, quality control and value for money
- To review work procedures and practices on an ongoing basis and have regard to innovation, new technology and training needs
- To promote participation in community involvement and local improvement schemes
- To complement national road safety measures with appropriate local responses in consultation with relevant agencies

- To liaise with the appropriate utility in relation to public lighting issues
- To have regard to existing and emerging consultation practices for internal and external customers

Water Services

Objectives

- To provide water services infrastructure to support current and future sustainable development having to relevant national and local plans, guidelines and policies.
- To improve drinking water quality. To upgrade and extend the water distribution network. To improve river water quality by the provision of appropriate waste water treatment systems
- To extend sewer collection networks where possible to safeguard public health and protect groundwater
- To implement a countywide water conservation project and create a culture of water conservation awareness in the community
- To cultivate a business ethos in dealing with internal and external customers in order to ensure improved quality of communication, consultation and service

Supporting Strategies

- To target water services projects at areas of potential investment
- To support the policy of building communities in towns and villages
- To explore innovative methods and technologies in water and waste water treatment
- To have regard to water quality statistics in providing waste water treatment systems
- To implement drinking water quality monitoring programmes to ensure compliance with water quality legislation
- To invest in water main replacement in areas of known poor quality network
- To extend the public water supply where feasible or support the formation of Group Schemes to provide a better service to a wider the community
- To have have adequate resources assigned to water conservation related works
- To implement a water conservation education programme

- To have a proactive approach to internal and external customer communications having regard to customer needs

Community and Enterprise

Objectives

- To maximise opportunities and minimise barriers to jobs, income, neighbourliness, influence and quality of life.

Supporting Strategies

- Encouraging people, community groups and agencies to take chances, make changes if needed, add value and make a difference in South Tipperary.
- Package opportunities in the county to investors to provide jobs that are fulfilling.
- Promote lifelong learning and champion initiatives to provide a basic household income.
- Encourage provision of a level of services and organisation appropriate to the neighbourhood.
- Support people to acquire a voice to influence their own environment.
- Create an environment where people can achieve their priorities and South Tipperary is a better, healthier place to live.

Planning Section

Overall Objectives

- Adopt a pro-active approach to enhanced public engagement in the planning services provided by the Local Authorities in South Tipperary.
- Facilitate that the principle of sustainable development underpins the policies and operations of the Local Authorities in South Tipperary while protecting the natural and built environment.
- Ensure that all the people of South Tipperary have equal opportunity to avail of quality planning services.

Supporting Strategies

- Facilitate full and meaningful access to all planning services, encourage enhanced public participation in the planning process and improved communications with the public.
- Facilitation of the proper planning and sustainable development of South Tipperary through the implementation of the County Development Plan 2003-2009, other town development and Local Area Plans, and regional and national planning guidelines where appropriate.
- Promote and implement National and European legislation and policies which protect the natural and built environment.
- Use the Development Contribution Scheme 2004-2009 and Public Private Partnership arrangements to pursue opportunities for physical, economic, social and community development throughout the county.
- Assess planning applications and development enquiries in an efficient and effective manner and provide a transparent development control process accessible to all.
- Enhance procedures for the enforcement of development control, including unauthorised developments.
- Support initiatives such as the Urban and Village Renewal Programme 2000-2006 which improve the quality of life in the towns and villages in the county, in consultation with local communities and other stakeholders.

- Maximise the use of information and communication technology (ICT) to improve the quality of planning services and assist in the electrification of the planning system.

Environment

Objective

- To protect, conserve and enhance the environment of South Tipperary.

Supporting Strategy:

- Secure the provision of a range of Waste Management and other infrastructural services including recycling, necessary for both environmental and sustainable development purposes in a planned and co-ordinated manner, having regard to measures contained in the Joint Waste Management Plan.
- Protect the quality of our environment by vigilant monitoring, licensing and regulatory enforcement.
- Promote and co-ordinate the introduction of sustainable policies in relation to the environment and development and encourage a community based approach.
- Continue to improve and enhance our range of environmental competitions and environmental awareness campaigns and seek the elimination of litter through education and enforcement.
- Promote the co-ordination of sustainable development.
- Conserve and improve the amenities of the county and secure the removal of dereliction.

Veterinary

Objective

- To promote food hygiene.
- To ensure a high standard in abattoirs and food premises.
- To increase awareness of hygiene standards, liabilities and responsibilities amongst those working in the food sector.

Support Strategies:

- Implement E.U. and national legislation.
- Liaise and co-operate and the Department of Agriculture, Food and the South Eastern Health Board.
- Maintain and progress co-operation with the Food Safety Authority of Ireland.
- Provide regular educational seminars.

Fire Service

Objectives

- To make provision for the extinguishment of fires and the rescue of persons and property.
- To promote fire safety awareness.
- To monitor compliance with Building Regulations.
- To provide and co-ordinate a framework for emergency response, in planning for and responding to major emergencies.

Supporting Strategies

- Provide Stations, vehicles and equipment in line with current good practice.
- Provide appropriate training for all personnel.
- Co-operation with the upgrade of the interim Regional Mobilisation system.
- Provide an inspection regime to monitor the quality of building construction.
- Administer Fire Safety Certification in accordance with Building Control Regulations.
- Maintain, review and update the emergency plan in a regional context.

Civil Defence

Objectives

- To maintain a well trained volunteer group and establish new units.
- To provide First Aid and other assistance to the Community events at County.

Strategies

For each of the objectives, we set out strategies:-

- Maintain a good multi skilled Instructor group.
- Train members of the public in First Aid and Casualty Handling.
- Co-operate with the Civil Defence Board in the roll of the modernisation of the service and to develop ongoing liaison with other voluntary services.
- Progress the modernisation of the service.
- Promote co-operation with other Voluntary Services.

Corporate Affairs

Local Democracy

Objective

- To support the role of elected members as leaders of their communities and to assist the community and sectoral representatives on Strategic Policy Committees.

Supporting Strategy

- Provide training and information for elected members and SPC members. Agree meeting schedules in advance so as to facilitate maximum participation.
- Designate a contact person for dealing with or directing members queries to correct service area.

Our Customers

Objective

- To improve internal, external customer satisfaction with our service through the delivery of efficient, effective, value for money quality service.

Supporting Strategies

- Carryout Customer Surveys/Research
- Review Customer Action Plan
- Review Customer Complaints Procedure
- Develop internal and interagency liaison to ensure cohesive service delivery

Communications

Objective

- To maintain satisfactory communications and public relations between the Council and the people of South Tipperary.

Supporting Strategy

- Be pro-active in “getting the message” out to the public and media
- Develop the role of an identified media contact person

- Provide training for those involved in regular media contact
- Usaid na Gaeilge a spreagadh agus a chur chun cinn.

Arts Culture and Play

Objective

To maximise the potential of artistic, culture and play activity in South Tipperary by facilitating its development and promotion.

Supporting Strategy

- Implement or secure implementation of actions of the County Arts
- Strategy for the benefit of all sections of the community.
- Support STAC and such other organisations as is considered appropriate to develop arts in the County
- Give financial support to Arts relates activities
- Facilitate co-ordination of activities through the Cultural Providers. Secure implementation of Council “Play Policy”.

Voting

Objective

- To prepare each Register of Electors so as to ensure the highest level of voter inclusion in order to give all eligible electors the opportunity to vote.

Supporting Strategy

- Encourage voter registration by local media campaigns.
- Liaise and co-operate with elected representatives, other agencies, and the general public in the production of the register.
- Make application forms and information sheets widely available.

County Museum

Objective

- To support the role of the County Museum in relation to collection, preservation, recording and displaying the history of the county, and to link with other Museums and venues with a view to achieving satisfactory usage of the facility and collections.

Supporting Strategy

- Develop the work of the museum through appropriate training and personal development for the museum staff and through a sharing of

knowledge with other similar organisations.

- Market the museum effectively and appropriately and to further increase coverage of the services provided for the public and museum.
- Further develop the museum collection for display and research and to preserve and document it to the highest possible standards.
- Build upon and develop the museum audience through outreach, exhibitions and appropriate community events

Archives

Objective

- To provide an efficient records management service to the Council and establish a publicly accessible archive service.

Supporting Strategy

- Develop archives and records management plan.
- Provide training and support for staff in relation to records management.

Health and Safety

Objective

- To ensure compliance with Health and Safety legislation in carrying out works either directly or by contract and strive towards best practice in the provision of training, accommodation and equipment.

Supporting Strategy

- Update the existing Health and Safety Management Systems.
- The provision of adequate Health and Safety training for staff.
- The continued improvement on consultation with staff of Health and Safety issues.

Workplace Partnership

Objective

- To further embed Workplace Partnership across the organisation.

Supporting Strategy

- Promote partnership as the way to do business.
- Promote regular employee meetings as a way of improving communications and morale.

Performance Management Development

Objective

- To implement a performance management development system.

Supporting Strategy

- Provide appropriate training to develop skills and competencies.
- Develop a teamwork ethos

Human Resources

Objectives

- To involve employees in decision making by appropriate delegation of authority.
- To create an improved Industrial Relations climate through the enhancement of communications with all employees and Unions by facilitating discussion and consultation and the use of agreed procedures.
- To implement the modernisation programme as set out in our Action Plans under ‘Sustaining Progress’.
- To ensure the delivery of a Training Programme for employees that will focus on the delivery of quality customer service, development of employee potential, improved job satisfaction and career development and the development of relevant skills and competencies, having regard to identified training and development needs.
- To have regard to policies on equality and diversity to promote equal opportunity in all aspects of recruitment and employment in the organisation.
- To implement a Family Friendly Policy for employees, subject to the organisational needs.
- To develop and implement a HR Strategy
- To promote the local authority as a preferred employer.

Supporting Strategies

- Actively promote and facilitate the utilisation of the Partnership Process in developing communications with all employees, thus improving employee welfare and morale, through regular employee meetings and through promoting participation in working groups.
- Adopt and implement the Diversity & Equality Management Policy and the Council’s Dignity at Work policy supported by the Council’s Equality Officer and the Equality Team.
- Ensure ongoing training and development needs assessment, provide resources in line with national guidelines and deliver training programmes supported by the training Committee.

- Having attained the FAS Excellence Through People Award within the time frame of the last Corporate Plan – to maintain this Award and to include all areas of South Tipperary Local Authorities in the process.
- Implement the various Family Friendly Policies such as Parental Leave, Work-Sharing, Term-Time Leave, Career Break Schemes.
- Ensure all employees are aware of the Council’s Family Friendly Policies.
- Promote and facilitate cross-departmental discussion and consultation.
- To involve line managers in Human Resource management.
- Have regard to diversity and special needs in development of training programmes.
- Create an educational awareness programme in relation to careers in the local authority.

Information Systems

Objectives

- To provide reliable, quality, innovative and cost effective information technology solutions to all staff, departments and elected representatives of South Tipperary Local Authorities.
- To foster and enhance the delivery of local government information services through the medium of information communication technologies.
- To ensure all staff have access to the appropriate IT applications, systems, supports and training requirements.
- To develop and implement management information systems that will make a positive contribution to the decision making process.

Supporting Strategy

- Develop and implement an ICT strategy that underpins the objectives and strategies of the Corporate Plan.
- Initiate processes for the adoption, enhancement and delivery of systems and applications throughout the organisation.
- Instigate regular reviews with all sections on all aspects of information technology to address gaps, opportunities and threats and consult with and advise all departments accordingly.
- Collaborate with other local agencies and local authorities in initiatives that support the development of a knowledge based economy in the region.
- Review and assess the potential benefits of new technological development and their impact on the organisation.
- Promote the adoption and engagement of ICT both within and outside the organisation through training and dissemination of information on our websites.
- Identify mechanisms that maximise the utilisation of the organisations telecommunications and network infrastructures.
- Actively promote and participate in e-government projects that deliver citizen services online.

Finance

Objectives

- To maximise the resources available to the Council and to ensure the most efficient and effective use of these resources.
- To promote sound financial management/responsibility throughout the organisation to ensure value for money.

Support Strategies

- Ensure efficient collection methods of all income and facilitate the introduction of payment by credit card and other technological innovations.
- Monitor and control all income and expenditure and provide adequate management information to assist corporate decision making.
- Provide financial information systems to enable service providers to evaluate and be conscious of the efficient and effective use of resources.
- Maximise the resources available from the Department of the Environment Heritage and Local Government under the Needs and Resources Policy.
- Make available the required resources for the implementation of all value for money studies.
- Prompt issue/discharge of customer entitlements in accordance with the Prompt Payments of Accounts legislation.

Motor Taxation

Objectives

- To provide the general public with a courteous, efficient and accessible service for motor taxation and driving licences.

Support Strategies

- Encourage the use of the free postal arrangements for motor tax renewal.
- Review communications and co-ordination with other agencies such as the Gardai and the Revenue Commissioners.
- Implement the National Vehicle Development File Project.
- Increase the use of Information Technology in relation to the driving licence function.

Implementation, Monitoring and Review

The successful achievement of the objectives outlined in this Corporate Plan, will require the ongoing commitment of the Members, management and employees of South Tipperary County Council. The support of the various agencies together with that of the public of South Tipperary will also be essential. A revised Customer Action Plan will also form part of the Corporate Plan.

Each Section must prepare an annual operational plan, which will be a key mechanism by which the Corporate Plan is implemented. The annual operational plans for each Section will reflect the objectives set out in the Corporate Plan. The annual operational plans will be linked to the budgetary process, the Performance Management and Development System and national and local service indicators.

In accordance with the Local Government Act 2001, an annual progress report on the Corporate Plan will be submitted to the Council each year.