



Leitrim County Council Scrutiny Report

NOAC Report No. 52 – December 2022





Chair's Opening remarks

The Local Government Reform Act 2014 introduced significant changes to a wide range of aspects of the local government system, including in relation to matters of accountability and oversight. In that regard, the Act provided for the establishment of the National Oversight and Audit Commission (NOAC) as the statutory body overseeing the local government sector. NOAC was established in July 2014 under the 2014 Act to provide independent oversight of the local government sector. NOAC's functions are wide ranging, involving the scrutiny of performance generally and financial performance specifically, supporting best practice, overseeing implementation of national local government policy and monitoring and evaluating implementation of corporate plans, adherence to service level agreements and public service reform by local government bodies.

Since I became Chair of NOAC in September 2018, I have continued the good work that had been started by the previous NOAC Chair in meeting with the Chief Executives of the local authorities and their Management teams. As outlined below, this process has evolved over time and continues to evolve.

The preparation of the profile report also identifies the performance of local authorities in relevant NOAC reports and provides for further examination of the results of these reports. The Scrutiny Process requires time and resources from NOAC and the local authorities in preparation of the profile report and for the Stage 1 and Stage 2 meetings. NOAC considers to date that the investment of time and resources has been worthwhile and necessary.

I have been struck by the welcome and sharing of information that has taken place at the meetings. It has provided an opportunity to learn, to listen to how the particular local authority operates, the challenges they face, the plans and ideas that have been developed and gives an opportunity to reflect on what is working well and areas that need to be addressed. It has identified areas of good practice and many of these ideas have been showcased at the NOAC Good Practice Seminars over the years. I look forward to continuing to work closely and collaboratively with all the local authorities and want to use this opportunity to thank all the Chief Executives and their teams for the time and courtesy and welcome extended to NOAC in this process.

A handwritten signature in black ink, appearing to read 'Michael McCarthy', written over a horizontal line.

Michael McCarthy, Chair
20th December 2022

Background to Profiles and Scrutiny Programme

In February 2017, NOAC, in accordance with its statutory functions, began to review the performance of individual local authorities. The starting point was getting an overall picture derived from the performance indicator report results, the Local Government Audit Service (LGAS) audit reports, the financial position and revenue collection performance. Information on private rented sector inspections, housing stock management and maintenance data and Customer Satisfaction was all considered by using the relevant data contained in the NOAC reports published to date.

At the outset, the importance of the meetings was emphasised over and above the data which NOAC had regarding local authorities. There was also an objective to broaden the NOAC members' understanding of the work of the local authorities and the individual priorities and pressures they faced and to put the information in context. Therefore, NOAC wanted to get the background perspective from the authorities and any other datasets that the Councils consider should be taken into account. Significant work is required to bring this part together and the work of the NOAC Secretariat and the local authority NOAC Coordinators must be acknowledged.

Following an initial face to face meeting, which is called a Stage 1 meeting, local authorities were invited to a Stage 2 meeting where more detailed questions would be carried out in the areas of interest to NOAC, including customer service and IT investment, collection rates, the quality of information provision to the public, etc. These meetings would take place after or latterly before the main NOAC board meeting with all the board members present.

The purpose

The process gives NOAC the opportunity to have oversight of all the local authorities and considers the factors that facilitates them in performing well, along with the barriers that may exist relevant to the individual local authority. The meetings enable the local authorities to outline their strong and weak performing areas. It allows for further examination of the results of the performance indicators and shows the results in context. It must be emphasised that these meetings differ from the Performance Indicator (PI) Validation meetings which are carried out by the Performance Indicator Working Group to interrogate the results reported in relation to selected performance indicators. These meetings, while very informative, are specific to the performance indicator process and do not consider other areas of performance that NOAC have oversight of, including Customer Service, Internal Audit, Corporate Plans, etc.

During the meeting NOAC can see areas where consistent under-performance is highlighted and which can be examined further. It also allows for exemplars of best practice to be identified and used to share with other local authorities. The process as outlined, is not a follow up to the PI reports, but does enable consideration of issues that may warrant further clarification or investigation in the PI process. Local authorities have all indicated in the meetings thus far that they compare their performance and results in relation to what they deem as similar local authorities. This grouping could be reviewed further by NOAC and adopted for the results of some of its reports. Groupings are not only on size but, on levels of finances, urban and rural, staff numbers and other factors.

The Scrutiny Process

The process has evolved over time, allowing it to become more structured, formal and documented. Given the importance of the work, it is led by the Chair of NOAC (or a delegated alternate, if required) with support from NOAC members and the Executive. The formal process agreed by the Board is termed as a constructive dialogue and is laid out below.

1

Stage 1 (NOAC Scrutiny Visit)

Meeting held with NOAC Chair (or alternate) and/or one additional NOAC member and member(s) of the NOAC Executive. The Chief Executive and members of the management team, as invited by the Chief Executive shall attend.

- Stage 1 notice issued to Chief Executive of the local authority.
- Profile report prepared by NOAC Executive with input from the local authority. This is circulated along with an agenda to the local authority and NOAC attendees in advance of the visit. The report is based on general and specific information from NOAC reports relating to the local authority in question.
- Local authority to present on issues arising and take questions from attending NOAC members.
- Meeting minutes prepared and issued for comment.

2

Stage 2 (NOAC Scrutiny Meeting)

Appearance at full NOAC meeting. The Chief Executive and members of the management team, as invited by the Chief Executive shall attend.

- Stage 2 notice to attend NOAC meeting issued to Chief Executive of local authority.
- Profile report updated as required and circulated along with an agenda to local authority and NOAC members in advance of the meeting.
- Local authority to present on issues arising and take questions from the NOAC board.
- Meeting minutes prepared for circulation to local authority for its comment.

3

Stage 3 (NOAC Sign off and Publication)

Following completion of Stages 1 and 2 the Executive shall collate the material and present it to the NOAC Board as follows:

- Final sign off on minutes / documents / reports.
- Comments / Findings / Recommendations to be made as required.
- Approval for completed records to be published.

Progress to date

2017

To commence the process, profiles were prepared in respect of Cork City Council, Louth and Offaly County Councils and these were forwarded to the Chief Executives of the authorities concerned. The then NOAC Chair, Pat McLoughlin, began this process with a meeting with the Chief Executive of Louth County Council for a general discussion on the profile in August 2017. This Stage 1 meeting was followed by a similar meeting with the Chief Executive of Cork City Council in September 2017. The final Stage 1 meeting to take place in 2017 was held with the Chief Executive of Offaly County Council in October 2017. In December 2017, Louth County Council attended a meeting with NOAC after the main NOAC Board meeting. This was the first Stage 2 meeting, which formed an important part of the overall process. These meetings served a particularly important function which allowed the Council to give an overview of their work and also gave an opportunity to the NOAC Board to put questions to the Council and understand their situation in more depth.

2018

In 2018, the schedule consisted of eight meetings with local authorities, four each for Stage 1 and Stage 2. A Stage 2 meeting was held with Offaly County Council in January 2018. This was followed by another Stage 2 meeting with Cork City Council in March 2018.

A new Chair, Michael McCarthy, was appointed on 24 September 2018. The process continued with Westmeath County Council in October 2018 and Kerry County Council in December 2018. These were Stage 2 meetings with the NOAC board as in these cases, the 2018 Performance Indicator validation meetings for these authorities were deemed sufficient as Stage 1 meetings. Further Stage 1 meetings were held with Roscommon County Council and Tipperary County Council.

2019

The format continued with 8 meetings with local authorities during the year. Five Stage 1 meetings and three Stage 2 meetings. The Stage 1 meetings were with Donegal County Council, Laois County Council, Clare County Council, Waterford City and County Council and Carlow County Council. Stage 2 meetings took place with Roscommon County Council, Tipperary County Council and Donegal County Council.

2020

A meetings list was scheduled for 2020 to cover 6 additional local authorities. The year commenced with a Stage 1 meeting with Monaghan County Council in February, along with two Stage 2 meetings with Laois County Council and Waterford City and County Council. Further meetings were scheduled for April, however, due to the COVID crisis these meetings were deferred.

The COVID restrictions presented challenges to the meetings but it was decided to continue the Stage 2 meetings virtually and meetings were held with Clare, Monaghan, Waterford City and County, Carlow and Sligo. These were carried out via the WebEx platform.

A socially distanced Stage 1 meeting was held in person with Limerick City and County Council in August and with Sligo County Council in September 2020.

2021

COVID had a significant impact on local authorities, and in particular, for NOAC on the Scrutiny process. The Stage 1 meetings were all held in person, but restrictions curtailed their activities in 2021. Stage 1 meetings were held with Meath and South Dublin in July 2021 and Fingal in October 2021. The Stage 2 meetings progressed, as these were capable of being held remotely, with one held in January 2021 with Limerick City and County Council, another with Meath in September 2021 and a further meeting with South Dublin in December 2021.

2022

2022 saw an increase in the number of scrutiny meetings held with local authorities. Stage 1 meetings were held with Galway City Council in March 2022, with Cavan and Leitrim County Councils and Dublin City Council in June 2022. Further Stage 1 meetings took place later in the year, with Wexford and Galway County Councils, in September 2022. Several stage two meetings were also progressed, with Wexford and Leitrim County Councils and Galway City Council, in October 2022.

Future meetings and reports

This report outlines the purpose and the procedures of such reports and, while the process may continue to evolve, it is not currently expected to produce another master report, similar to the master report produced in [May 2021](#). It is intended that once all stages in the scrutiny process have been completed with the relevant other local authorities that the report would be published on that basis and would form part of the suite of reports under the umbrella of the Scrutiny Report Process. It is anticipated that progress will continue to be made with further Stage 1 and Stage 2 meetings so that each local authority will have participated in the process. It must be outlined that significant changes and delays have been experienced due to the restrictions imposed by COVID in 2020 and 2021. In 2022 and as noted above, 3 Stage 2 and 6 Stage 1 meetings were held with Scrutiny reports being prepared for the completed Stage 2 meetings.

Conclusion

The process thus far allowed for the NOAC Chair and members to get a greater understanding and insight into the challenges that face each of the local authorities. Also, issues such as collection rates, staff numbers, inspection rates, finances that are included in reports in some cases benefit from the explanation and discussion as to the reason behind these figures. The meetings also enabled NOAC to see the various priorities that each local authority considered relevant to their citizens and how they overcame various challenges and how they work collaboratively with other local authorities, state bodies and stakeholders. Areas of Good Practice have been identified along the way and these have contributed to presentations of these projects at the NOAC Good Practice Seminars in 2017, 2019, 2020, 2021 and 2022.

Leitrim County Council had their Stage 1 meeting in June 2022 and their Stage 2 meeting in October 2022. It is important to note that the material in this report is reflective of the position at that time. Therefore, any changes to the profile from later NOAC reports are not included in this report. In addition, it should be noted that the relevant information from Performance Indicator Report 2020 is included in this report, as is information from the Review of Local Authority and Regional Assembly Corporate Plans 2019–2024. The NOAC highlights the following points arising out of these meetings with Leitrim County Council:

- NOAC welcomed the fact that in 2015 and 2016, the Council took a pro-active approach to tackling its housing vacancy rates. This led to a lower vacancy rate of 2.65% on its 982 social houses.
- NOAC was impressed to hear that the Council exceeded its housing delivery target for 2018-2021 under the “Housing for All – a New Housing Plan for Ireland” by building 167 rather than 156 units.
- NOAC views as positive Leitrim’s capital investment programme, which has seen the extensive renewal of multiple town centres within the county, in particular, the transformation of Carrick-on-Shannon.



L Leitrim County Council Scrutiny Process

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NOAC Profile Leitrim County Council

May 2022

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Leitrim County Council General Information

Local authority	Leitrim County Council
Population:	32,044 as per Census 2016
Area:	1,590km ²
Municipal Districts:	3 <ul style="list-style-type: none"> ■ Ballinamore ■ Carrick-on-Shannon ■ Manorhamilton
2022 Budget	€44,054,992
Number employed @ 31/12/2021	FTE figure is 317.52 plus 44 Retained Part Time Fire Fighters and 5 Non DOE staff.
WTE Staff per 1,000 population	9.91
% of paid working days lost to medically certified sick leave	3.25%
Housing Information @ 31/12/21	
Local Authority Stock number	1,031
Number currently on waiting list	177
HAP Tenancies	285
Homeless presentations	39 <ul style="list-style-type: none"> ■ These are households that presented to the Housing Section of Leitrim County Council in 2021 as 'homeless'. This is not the number of households that have received temporary emergency accommodation during 2021.
Any specific housing issues	None listed by local authority.
Short Information Paragraph	
Council Mission Statement	Our vision is to build an economically strong, creative and inclusive County making Leitrim the best place to live, work, invest and to visit.
The Local Enterprise Office	<p>The Local Enterprise Office Leitrim is the first point of contact for new and existing businesses in Co. Leitrim. We offer a range of business information, advisory services and enterprise support to micro businesses.</p> <p>We deliver high-quality training and mentoring services as well as direct financial supports to eligible micro businesses.</p>

Retail Incentives	<p>There are 2 Retail Incentive schemes in operation.</p> <ol style="list-style-type: none"> 1. Art/Craft Studio or Art/Craft/Artisan Food Shop Grant Scheme - 100% of Commercial Rates paid in years 1 to 3 of trading (i.e. 12 month period of trading). 2. Town Centre Business Incentive - the grant operates on a sliding scale over 3 years as follows: Year 1 - 75% of the annual rates paid, 50% in year 2 of trading, and 25% of the annual rates paid in year 3 of trading. <p>Both schemes are being reviewed in 2022.</p>
The Corporate Plan	<p>Our corporate plan 2019-2024 seeks to build on the achievements of the past five years and sets out the Council's ambitions and commitment in delivering opportunities and outcomes for all in the County. We will continue to be ambitious for all our residents – ensuring Leitrim can be the best place it can be; a place where people choose to live, work, invest and to visit.</p> <p>The County and the environment we operate in is forever changing. We will be flexible and adaptable so that we can make the most of opportunities and meet any challenges. We will continue to focus on growth and the local economy so that it creates opportunities and improves the lives of everyone.</p> <p>We will work closely with other agencies, organisations and groups, building strong effective partnerships and using our influence to improve quality of life and make the best possible difference. We look forward to delivering this plan and will publish an Annual Service Delivery Plan and Annual Budget that supports our commitments to providing high quality services to all our customers and in working with communities and stakeholders to continually develop our vibrant and attractive County.</p>
Shared services	<ul style="list-style-type: none"> ■ MyPay (Staff Payroll – Managed by Laois Co Co) ■ SupplyGov (Procurement – Managed by Kerry Co Co) ■ HAP (Limerick County & City Council manage this) ■ CUWERLA (Connaught Ulster Waste Enforcement Regional Lead Authority) – Managed by Leitrim and Donegal Co Co ■ National Waste Collection Permit Office - managed by Offaly Co Co

Regional Issues including new developments and initiatives

- N4 Carrick Dromod route.
- Development of the SLNCR greenway from Enniskillen through Leitrim and on to Sligo.
- Extension of the Shannon Blueway from Leitrim Village to Carrick-on-Shannon.
- National Broadband rollout including BCP's and Wifi4eu.
- Brexit, while a national issue, is of significant relevance to Leitrim as a border County.
- Covid- 19 – fallout from the pandemic continues to be felt in the County as businesses re-establish their normal operations and trading.
- As a shareholder in Knock Airport, its growth and expansion is seen as vital to maintain tourist and economic routes to the UK and Europe which will be of benefit to the tourism and business sectors in Leitrim.
- Continued positioning of Leitrim to be a location of choice for potential second site or other new large-scale employers with a view to job creation.
- Showcasing skills base available through virtual jobs fairs.
- USEFE (Upper Shannon Erne Future Economy) is a joint initiative between Bord Na Mona, the ESB and Cavan, Leitrim, Longford and Roscommon Local Authorities. The aim of the project is to take a collaborative approach to strengthen economic development in the region and create jobs.
- Capitalising on Carrick on Shannon's role as a regional hub within Ireland's Hidden Heartlands and Shannon Masterplan in relation to Tourism and wider Economic Development. Continue to grow Leitrim as a leader in Slow Adventure Tourism.
- Elevating the County's capacity as a remote working location for those considering a location change.
- The Regional Action Plan for Jobs - The focus will be on tourism, entrepreneurship, remote working, digitalization of SMEs and low carbon economies.
- REDF projects - Leitrim is involved in a number of REDF projects with neighbouring Counties including LoCaL Digital and Innovation Network of linked Hubs (Leitrim, Cavan and Longford) and Creative Heartlands (Leitrim, Roscommon and Sligo).
- Atlantic Economic Corridor - Leitrim is involved in the AEC (Atlantic Economic Corridor) in conjunction with 9 other councils, to stimulate regional development in the west of Ireland.

Supporting Strategies	<ul style="list-style-type: none"> ■ Project Ireland 2040 ■ RSES ■ National Broadband Plan ■ CDP up to 2021 and new plan 2021-2028 ■ Local Area Plans ■ LECP ■ Shannon Masterplan ■ Economic/Development Plans for Local Towns/Villages ■ The North West Regional Action Plan for Jobs ■ Atlantic Economic Corridor ■ Our Rural Future (2021) ■ Town Centre First Policy (2022)
Any other relevant information	<p>Issues relating to the COVID pandemic – concerns remain in the business sector in the County in relation to sustainability. Availability of staff is a significant concern - particularly in the hospitality and tourism sector. The impact of the pandemic on the business sector has a knock on effect on the Local Authority's ability to raise financial resources through the collection of commercial rates and the lack of buoyancy in the business sector in the County.</p> <p>Brexit – issues with price volatility and supply chain issues continue to have a disruptive effect on the local economy.</p> <p>Remote working – the new remote working strategy opens up opportunities for Counties like Leitrim, where people can work from home or from a dedicated Enterprise Space such as The Hive, Manor Hub, Mohill Enterprise Centre which already have hot desking facilities. This will encourage people to possibly relocate to Leitrim, which in turn is an economic advantage, helping rural schools and communities sustain and grow their population. It also provides opportunities for growth of micro enterprise within the County.</p> <p>Inflation - rising prices, as seen in late 2021 and early 2022, have an impact on communities and the business sectors, in a rural County with a dispersed population such as Leitrim. Price inflation also impacts the Local Authorities' financial resources, meaning that a greater level of expenditure is required to undertake and complete projects (such as road restoration projects) – the funds available to complete projects are not rising in line with price inflation.</p>

Collection Rates

	2020	2019	2018	2017	2016	2015	2014
Rate collection rates	72%	83%	83%	82%	81%	79%	60%
Rent collection rates	91%	90%	89%	88%	88%	86%	87%
Housing loan collection rates	70%	65%	63%	64%	63%	65%	60%

From records, it is clear that there have been improvements in rate collections over the years. Rate collections have gone from 60% in 2014 to 83% in 2018. However, rate collections have dropped significantly from 83% in 2019 to 72% in 2020. This compares to the national average of 76% in 2020 across all local authorities.

Rent collection rates have fluctuated slightly over the years at 87% in 2014 and 91% in 2020. This is slightly above the average collection rate of 88.3% in 2020 across all local authorities.

The collection rate for housing loans has fluctuated over the years. It was at a low of 60% in 2014 and is now at 70% in 2020, which is significantly lower than the 79.4% average of all other local authorities.

NOAC Reports Overview

NOAC was established in July 2014 as an independent statutory body to provide oversight of the local government sector in Ireland. NOAC's functions are wide ranging, involving the scrutiny of performance generally and financial performance specifically. NOAC also supports best practice, oversees the implementation of national local government policy, monitors and evaluates implementation of corporate plans, adherence to service level agreements and public service reform by local government bodies.

NOAC REPORT NO 46

Review of Local Authority and Regional Assembly

Corporate Plans 2019–2024 – November 2021

In November 2021, NOAC published its review of the corporate plans of local authorities and regional assemblies for the period 2019 - 2024. The purpose of the report is to review the adequacy of the plans and to assist with the further development of good practice in corporate planning.

Under the process, areas considered for review included:

- The pre-plan consultation, which looks at how local authorities formulated the Corporate Plan and consulted with stakeholders and engaged with elected members.
- Review of the Corporate Plans. This investigated how local authorities proposed to review the progress of their Corporate Plans.
- Integration of the Corporate Plan with other policies and strategies, which examined the extent to which local authorities consulted other policy reports and strategies when devising their Corporate Plans.
- Public Sector Equality and Human Rights Duty. Under this heading, it was examined as to how local authorities engaged with the issue of human rights.

Examining the contents of the Corporate Plans, the following were among the areas reviewed:

- Vision and Mission: Strategies and Objectives. This detailed local authorities' visions, mission statements and broad goals during the life of the plan. It focused on the setting of actions and goals to deliver these broad objectives and visions.
- Financial resourcing of the Corporate Plan and how risks to the delivery of the Corporate Plan can be examined, taking into account how local authorities are dependent on voted capital funds from central government.
- Measuring and mitigating risk. This examines where local authorities depend on other external providers and other public bodies to successfully deliver certain services. This involves risk which can be mitigated through appropriate oversight, including service level agreements.

Leitrim County Council is alluded to specifically in the section of the report outlined below:

- Shared Service through Waste Enforcement Regional Lead Authorities (WERLAs) with Donegal and Leitrim County Councils as lead for Ulster/Connaught region.

Leitrim County Council has also highlighted some themes of importance to its Council within its Corporate Plan, including the following areas:

- All local authorities have entered into service level agreements with at least one external organisation for the delivery of services or activities. All the local authorities referenced service level agreements which were in place with Irish Water with respect to improvements of water and wastewater management. Other local authorities referenced a wider range of service level agreements. One particular agreement includes the Shared Service through Waste Enforcement Regional Lead Authorities (WERLAs) with Donegal and Leitrim County Councils as lead for Ulster/Connaught region.

Performance Indicator Reports

The annual Performance Indicator Report published by NOAC is one of its key reports every year. NOAC has the function of scrutinising local authority performance against relevant indicators. NOAC believes that monitoring performance over time and against comparable authorities has the potential to encourage continuous improvement in local authority service provision. From the reports published to date matters relevant to Leitrim County Council are outlined in the points below.

NOAC REPORT NO 44

Performance Indicator Report 2020 – September 2021

- **Housing.** Leitrim County Council owned 982 social housing dwellings at the end of 2020 with 2.65% vacant. The average time for rehousing in vacant properties was 36.43 weeks, which is higher than the national average of 32.69 weeks. Leitrim's vacancy rates have fluctuated greatly in recent years, at 24.92 weeks in 2019 and 43.33 weeks in 2018.
- **New House building inspections** have increased hugely in 2020, having been at 16.28% in 2014, 15.38% in 2019 and 31.03% in 2020. This compares to 21.71% across the local authority sector in 2020.
- **Cost per capita of the planning service** was €37.52 in 2020, compared to €39.44 in 2014. Across all local authorities the figure for 2020 was €31.47.
- **Environment.** 4% of the County was unpolluted or litter-free in 2020, which compares with a median of 22% across all local authorities.
- **Brown bins.** 65.16% of households within the local authority area are covered by a licensed operator providing a 3 bin service. This compares unfavourably to 89.73% across all local authorities.
- **Green Flag status.** At the end of 2020, 36% of schools in the County held a Green Flag. This compares to 45.45% in 2019 and 52.27% in 2018. The national average for green flags has also fallen over the years, from 51.41% in 2018 to 41.83% in 2020.
- **Fire service.** It took an average of 4:24 minutes to mobilise part time fire brigades for calls to fires. The median across all local authorities was 5:24 minutes. It took 4:42 minutes to mobilise part time fire brigades in respect of non-fire emergencies. The median across all local authorities was 5:36 minutes.
- **Libraries.** There was an average of 0.80 visits per head of population and 45,638 items issued to library borrowers in 2020. Library visits were significantly lower than 2019 (4.23 visits) due to Covid restrictions. Similarly, items borrowed were significantly higher in 2019 (91,691).
- **Staff total.** Whole-time equivalent staff employed by Leitrim County Council at the end of 2020 was 299.71. The mean within the local authority sector was 958.64. In 2014, Leitrim County Council employed 258.70 whole-time equivalent staff.
- **Sick leave.** Leitrim County Council's medically certified sick leave rate for 2020 was 3.09%. The national average was 3.01%. Leitrim County Council's self-certified sick leave was 0.13%. The national average was 0.20%. Leitrim County Council's figures have improved strongly over the years in this area. In 2014, the certified sick leave rate was 4.06% and its self-certified paid sick leave was 0.33%.
- **Technology & Social media.** The 2020 Performance Indicators were amended to represent the results as per capita. Previously, this indicator was represented as the total visitors to the local authority website and followers on social media. The per capita total page views of Leitrim's websites in 2020 was 11.40, which compares to an average of 15.56 across all local authorities. The per capita total number of followers at the end 2020 of its social media accounts was 0.45, as opposed to an average of 0.81 across all local authorities.

NOAC REPORT NO 24

Customer Satisfaction Survey - September 2020

- In 2018, Ipsos MRBI was commissioned by NOAC to conduct a survey among the general public to establish their satisfaction with their local authority. A face-to-face in-home CAPI (Computer Aided Personal Interviewing) methodology was utilised and quota controls ensured that participants were representative of the Local Authority population by age, gender and social class.
- The third survey, completed in 2020, surveyed the 10 medium sized local authorities, including Leitrim County Council.
- 58% of respondents were satisfied with Leitrim County Council, slightly below the average level of satisfaction with Councils, which was 59%.
- Leitrim County Council's satisfaction rating was highest in the area of roads maintenance at 73% satisfaction compared to the average satisfaction rate of 65% amongst all Councils.
- 19% of people felt that Leitrim County Council provides good value for money, the lowest rated local authority, which compared to the average of 28% for all Councils.
- 58% of people believe that Leitrim County Council is doing a good job, compared to the overall satisfaction rating of 55%.
- Only 10 authorities, including Leitrim, advised that their Internal Audits are undertaken in conformity with the Institute of Internal Auditors standards.
- In response to the question as to whether any External Quality Assurance review of Internal Audit has been undertaken, only six authorities, including Leitrim, confirmed that this was the case.
- All authorities where services are delivered through in-house units reported that the Internal Audit Unit has unrestricted access to all functional areas, records, property and personnel in the performance of their audits. In the case of Leitrim, which is entirely outsourced, the audit topics are selected by the Audit Committee in consultation with the Head of Finance.
- The Head of Internal Audit reports as follows: In Leitrim, as the function is outsourced, it was indicated that the Internal Auditor reported directly to the Audit Committee.
- All heads of Internal Audit have unrestricted access to the Chief Executive and the Chairperson of the Audit Committee with the exception of three authorities, including Leitrim.

NOAC REPORT NO 17

Internal Audit in Local Authorities - July 2018

- All 31 local authorities have an internal audit function, with 22 authorities operating this function in-house. Three local authorities, including Leitrim County Council, have this function fully outsourced.
- Local authorities were asked whether the audit committee had conducted an assessment of the adequacy of Internal Audit resources, including staff skills, within the last 2 years. 17 authorities including Leitrim County Council had done so.

NOAC REPORT NO 12

A Review of the Management and Maintenance of Local Authority Housing - May 2017

High Demand Housing Prioritised

Prioritising the refurbishment of housing in high demand areas was one method being used by local authorities to minimise vacancies. Six local authorities, including Leitrim, said that this was an approach that they employed.

Leitrim County Council manages one of the fewest housing estates of all local authorities at just 60.

NOAC REPORT NO 10

Rented Houses Inspections

- Rented Houses Inspections
- A Review of Local Authority Performance of Private Rented Houses Regulations Functions

October 2016

	2014	2020
Number of Registered Tenancies	1,289	1,719
% Units inspected	4.6	12.80
Inspected Failed %	18.6	75.45

Data from report relates to 2014, data for 2020 taken from Performance Indicator Report



LEITRIM

Performance Indicators	2020		2019		2018		2017		2016		2015		2014	
	Data	Median/Average	Data	Median/Average	Data	Median/Average	Data	Median/Average	Data	Median/Average	Data	Median/Average	Data	Median/Average
H1 Social Housing provided in year per 1,000 population	0.66	0.64	0.72	1.15	0.72	0.84	0.25	0.53	n/a	3.43	1.13	1.91	0.13	0.80
H2 % of directly provided dwellings vacant at 31/12	2.65	3.18	3.31	3.15	4.52	2.77	5.86	2.73	8.35	3.02	8.23	3.5	8.72	3.8
H3a Average time from vacation date to PJ year re-letting date (weeks)	36.43	32.69	24.92	28.17	43.33	27.75	70.25	28.9	79.42	32.99	62.46	28.43	57.80	31.43
H3b Average cost expended on getting re-tenanted units ready for re-letting	€11,233.49	€19,065.30	€11,419.60	€18,336.85	€14,902.04	€18,590.28	€17,253.90	€17,160.60	16,242.34	€15,877	10,039.88	€13,378.40	8,237.84	€11,534.91
H4 Average repair and maintenance cost per unit	€1,335.66	€1,119.82	€1,620.24	€1,168.99	€1,424.95	€841.83	€1,319.18	€1,311.82	1,325.35	€1,500.23	1,482.88	€1,292.57	1,329.85	€1,272.30
H5 Inspections (Dwellings inspected in 2018) carried out in year as % of registrations	12.80	6.73	13.28	9.93	10.49	7.39	6.77	4.96	4.39	4.36	5.37	5.64	4.81	6.51
R1a % Regional Road KM that ever received a PSCI rating	86.3	77	99.75	99	100	99.36	51	96	97.00	99	8.00	68	8.00	47.9
R1b % Total Regional Road KM with a PSCI rating of 9-10	33.3	31.19	29.72	38.28	52	37.58	25	28	39.00	30	0.00	20	1.00	11.15
R1c % Total Primary Road KM with a PSCI rating of 9-10	26.1	24.00	20.66	23.08	26	23.39	20	20	10.00	13	10.00	11	12.00	6.4
R1d % Total Secondary Road KM with a PSCI rating of 9-10	23.1	17.66	15.14	17.67	18	15.19	8	14	1.00	10	1.00	8	2.00	4.61
R1e % Total Tertiary Road KM with a PSCI rating of 9-10	10	13.93	7.32	14.23	10	12.42	6	8	1.00	7	1.00	5	2.00	3.63



Performance Indicators	2020		2019		2018		2017		2016	2015	2014	
R2a	20.1	14.7	17.50	13.17	13.7	13.4	15.80	10.3	12.40	10.2		
R2b	1.4	19.4	4.60	14.27	5.9	15.3	3.60	11.9	7.50	8.3		
R3	81.51	81.52	69.85	70.21	66.55	69.15	62.84	65.95	59.04	56.6	44.02	54.7
W1	No data available	No data available	N/A	97.50	N/A	97.1	99.38	98.46	99.27	99.07	99.00	97.9
E1	169.86	89.73	64.02	48.36	62.72	43.91	64.29	39.53	65.66	34.87	54.78	31.66
E2	5.23	10.38	7.90	9.28	11.45	11.00	19.37	9.79	3.67	8.49		
E3	4	22	2	15.00	4	19.00	28	10	20.00	14	N/A	9.5
P1	31.03	15.28	15.38	23.90	15.79	16.75	14.58	17	31.82	30.43	4.81	17.71
P2	80	73.17	66.67	73.07	75	75.92	50.00	79	57.14	71.88	60.00	71.7
P3	1.35	3.74	1.06	2.74	1.88	3.03	0.96	2.41	10.67	2.61	1.58	2.88
P4	37.52	31.47	36.93	€30.27	30.88	29.24	€34.87	28.31	34.24	€26.76	39.44	€25.27
F1	73.79	79.93	70.71	€60.79	68.14	53.85	€66.23	57.74	65.63	€57.88	70.00	€55.9
F2	N/A	1:28	N/A	1:24	N/A	1.42	N/A	1.45	n/a	1.6	N/A	1.66



Performance Indicators	2020		2019		2018		2017		2016	2015	2014	
F3	33.33	55.30	41.98	55.14	44.90	52.92	32.04	40.45	35.35	57.79	46.94	58.6
L1a	0.8	1.05	4.23	3.57	4.65	3.50	4.62	3.56	4.99	3.61	6.21	3.71
L1b	1.42	2.19	2.86	3.14	2.37	3.00	2.52	2.92	3.35	3.82		
L2	41.12	35.95	34.70	€34.94	44.67	30.52	49.68	31.00	47.58	€30.05	43.11	€29.41
Y1	100.00	63.29	100	68.30	85.71	80.00	100.00	69.04	100.00	67.59	100.00	51.86
C1	9.35	6.06	9.02	5.95	8.07	5.99	8.11	5.75	7.98	5.64	8.14	5.63
C2a	3.09	3.01	3.30	3.71	3.10	3.74	4.77	3.74	5.01	3.76	4.06	3.34
C2b	0.13	0.20	0.28	0.36	0.29	0.35	0.32	0.33	0.30	0.38	0.33	0.4
C3	N/A	N/A	12,283.89	16,572	10,794.25	16,210.00	6790	14,632	7,299.68	12,422	10,502.48	9,651
C4	3,898.97	3,457.02	3,773.93	3,060.84	€3,890.41	2,894.57	€3,919.06	€3,048.41	3,568.04	€2,675.69	4,342.31	€2,646.8
M2a	72	76	83	87	83.00	86.00	82.0	83	81.00	82.3	60.00	77
M2b	91	88.3	90	89.80	89.00	89.00	88.0	89	88.00	88.0	87.00	84
M2c	70	79.4	65	78	69.00	75.00	64.0	74	63.00	70	60.00	67
J1	-4.29	-0.30	0.84	0.64	0.75	0.77	97.0	0.68	1.25	0.7	2.99	0.73



Stage 1 meeting

National Oversight and Audit Commission (NOAC) Scrutiny Meeting Leitrim County Council

Date:	10th June 2022, WebEx online meeting	
In attendance:	Leitrim County Council <ul style="list-style-type: none"> ■ Lar Power, Chief Executive ■ Joseph Gilhooly, Director of Services ■ Vincent Dwyer, Head of Finance ■ Bernard Greene, Senior Planner ■ Mary Quinn, Director of Services 	NOAC <ul style="list-style-type: none"> ■ Michael McCarthy, Chair NOAC ■ Alan McDermott, NOAC Executive ■ John Goldrick, NOAC Executive

NOAC's profile for Leitrim County Council was issued in advance of the meeting and formed the basis for the discussion on the day. At a later stage, a second meeting between Leitrim County Council and the NOAC Board will take place. The NOAC Chair invited the Chief Executive (CE) to give an overview of the Council and the issues facing it. Matters discussed in detail were:

Council overview

The Council encompasses an area of 621 square miles, with the county town of Carrick-on-Shannon performing a regional function. Leitrim County Council focuses on the areas of economic development, tourism, town and village centres, environment, people and communities, and the delivery of services and communications. Leitrim County Council also concerns itself with the sustaining and creation of jobs across the county and the creation of sustainable communities.

Leitrim County Council strives to enable communities to develop and sustain themselves. There are also town centre management groups operating in a number of Leitrim's towns who work closely with the Council in enhancing town centres and addressing vacancy issues. The Council seeks to exceed customer expectations in the functions which it carries out and strives to have the private sector do the same in servicing tourist/customer requirements.

Tourism

Leitrim offers natural beauty to tourists and provides a product of slow adventure tourism to its visitors. It is part of the Wild Atlantic Way and the Hidden Heartland tourism areas. The Council looks to work in co-operation with the tourist providers in the area. During pre-Covid times, Leitrim saw approximately 41,000 overseas tourists per annum and 70,000 domestic tourists per annum, which was worth a total of around €29 million per year. It was noted that Carrick-on-Shannon is a major centre which delivers huge commerce to the area.

Council structure

The management team focuses on strategic objectives. The councillor-executive partnership is considered excellent by the Council, with economic development being a core part of its mission. Furthermore, the culture in the organisation is felt to be good with all staff members empowered and given ownership of their work. The Council has eighteen elected members, broken down into six Fianna Fáil, six Fine Gael, two Sinn Féin and four non-party members.

County overview

Leitrim has a population of 32,000 people with 18,000 houses, 27 towns and villages and 291 community groups. There are 12,000 jobs in the County and 300,000 people living in the catchment area of Carrick on Shannon alone. Some of the major employers in the county include VistaMed, Avant Money, Cora Systems, Prior PLM Medical, Masonite Ireland and Mirror Controls International.

Finance

Of its €44 million budget, rates make up only 15%, or €6.6 million, which is the lowest proportion amongst all local authorities. The Council has increased rates charges over the last few years, with a 5% increase in 2020 and 3% increase in 2022. In recent years, the council has applied an additional 15% to its LPT annually. All additional revenue generated via these interventions is ring fenced and utilised to deliver what the Council considers to be a very ambitious capital programme for the county. The revenue account has a deficit of €260,000 though the Council noted that it is committed to ensuring that it does not leave its finances in a worse situation at the end of its term.

Leitrim County Council's capital programme, which spans six years, is valued at €345 million. €118 million has been allocated to the Carrick-on-Shannon bypass, with multiple investments set aside under the URDF (Urban Regeneration and Development Fund). Additionally, a 74km greenway project linking Sligo to Enniskillen will be undertaken, with Leitrim County Council the lead for managing the project through the counties of Sligo, Leitrim, Cavan and Fermanagh.

Furthermore, it is proposed that Carrick-on-Shannon will develop a 10 km boardwalk adjacent to the River Shannon and a flood relief scheme for Carrick on Shannon is also to be developed. Finally, the housing capital programme for 2022 is set at €9.7 million.

Issues facing the Council

These include Covid, the effects from the war in Ukraine, Brexit, construction costs, availability of contractors and sub-contractors and the ability to collect revenue with regards the reopening of the economy post-Covid restrictions – this is due to the fact that companies initially had waivers during restrictions. There is also the issue of the continued ability to secure capital grants.

Customer Satisfaction Survey

Leitrim County Council was examined in the 2020 Local Authority Customer Satisfaction Survey. It was noted that 73% of respondents were satisfied with the condition of the roads, which was a very positive result. Citizens were also very satisfied with how the Council responded to the Covid situation.

Rates

Leitrim improved its rate collections significantly over the years, peaking at 83% in 2018, before dropping back to 72% in 2020 – due to the upheaval of Covid. The success of the improved collections was down to assigning areas of the County to specific Council staff. Payment plans were put in place for smaller businesses who were struggling. In some cases, legal action was taken against businesses who were not paying their rates. There are only 1,100 accounts in total and the Council ensured that it worked with the businesses who were under financial pressure and were trying to pay their rates. Assistance was also provided to businesses who were experiencing issues with rates evaluations in the Valuation Office.

Social media

Leitrim has a communications officer and uploads pertinent news items on social media, though it noted that this was something that needed to be kept up to date. On motor tax in 2021, Leitrim had 81% of transactions conducted online. This was partially due to people having to work online during Covid restrictions and the Council set up a customer services centre to deal with payments in one central unit. It noted that some clients reduced their usage of the online motor tax system once restrictions ended though a postal system for motor tax was also put in place– as an alternative to the online system. Currently, the Council is tendering to refurbish office facilities for meeting rooms and other work and noted that a redevelopment of the local authority website is underway.

Housing vacancy rates

In 2020, Leitrim had 982 houses with a 2.65% vacancy rate, which is considered an impressive statistic. In 2015 and 2016, the vacancy rates were higher and the Council took a pro-active approach to tackling these figures. As part of this approach, Leitrim put in place procurement frameworks, identified houses which needed only minor works and turned over those houses in a speedy manner in order to put them back into circulation. Improved interactions between the technical and administrative side took place and some houses in rural areas which were in low demand were put on the market. The Council also benefitted from government funding for voids and other issues.

The NOAC Chair thanked the CE for the comprehensive discussion. The Chair also invited Leitrim County to attend the full NOAC meeting for a Stage 2 meeting with the Board, later in 2022.

The minutes of this meeting and the future NOAC meeting will be circulated by the NOAC Executive to Leitrim County. Once approved, these, along with the Stage 2 minutes and any presentations will be published on the NOAC website.



Stage 2 meeting

Minutes of the National Oversight and Audit Commission (NOAC) Meeting with Leitrim County Council

Date:	Tuesday 12th October 2022 at 10:40 a.m.	
Venue:	Virtual meeting using the WebEx platform	
Attended by:	Chair <ul style="list-style-type: none"> Michael McCarthy Members <ul style="list-style-type: none"> Niall Quinn Ciarán Hayes Brian Cawley Margaret Lane Noel Harrington Fiona Quinn Apologies <ul style="list-style-type: none"> Philomena Poole Declan Breathnach Secretariat <ul style="list-style-type: none"> Alan McDermott John Goldrick Valerie Longmore 	By Invite: <ul style="list-style-type: none"> Lar Power, Chief Executive Mary Quinn, Director of Services for Housing, Corporate Services, Community and Cultural Services Joseph Gilhooly, Director of Services for Economic Development, Planning and Infrastructural Services Vincent Dwyer, Head of Finance and Director of Services for Water Services and Environment

Meeting with Leitrim County Council

NOAC's profile for Leitrim County Council was issued in advance of the meeting. The Chair welcomed the officials from Leitrim County and invited the Chief Executive (CE) to give an overview of the Council and the issues facing it. Matters discussed in detail were:

Overview

Leitrim County covers 621 sq. miles and is Ireland's seventh smallest county by land area. There are twenty-seven towns and villages in the county, and it has the lowest population of all counties in Ireland. Carrick-on-Shannon is the county town in the county, but it has an influence beyond its relatively small size and actually performs a large regional function. The town, with a population in excess of 4,000 people, has 46 places that one can get food, 19 pubs and 3 hotels.

These indicators show how it is thriving and is serving the needs of a much wider area. The Council seeks to sustain and create jobs across the county and also actively pursues the creation of sustainable communities throughout the county. The Council also endeavours to create Leitrim as a tourist destination.

At present there are 379 staff in the local authority, which the Council actively empower to take ownership of their roles. There are also eighteen elected members in the Council, and it is felt that the local authority has an excellent relationship and partnership with its elected members.

Finance

Leitrim has an adopted budget of €44 million but its outturn is larger, which peaked in 2020 at €60 million. In particular, its expenditure has increased in recent years mainly due to the Covid situation and the June 2020 Shass mountain landslide. The Council has a strategic and aggressive six-year capital investment programme of €379m and has a deficit of approximately €260,000 on its revenue account. One of the Council aims is to ensure that the financial position of the local authority does not deteriorate despite its large capital programme relative to the size of the local authority.

The Council attains a 15% increase in the Local Property Tax annually in order to assist in paying for €25 million in borrowings to part fund its capital programme in the county. It has already secured this increase for the years 2023, 2024 and 2025. In 2020, it attained a 5% increase in rates. It didn't seek an increase for 2021 due to the impact of Covid on the business community. In 2022, there was a 3% increase, which will be a similar increase to what is envisaged over the next two years. The full proceeds of this 15% LPT increase and all rate increases are ring-fenced for funding the capital programme.

Housing

The Council's housing delivery target for 2018-2021 under the "Housing for All – a New Housing Plan for Ireland" was 156 units. It has exceeded this target by building 167 units during the period and has a target of 139 units in 2022-2026.

Leitrim's projects

The N4 Carrick-on-Shannon to Dromod Project has been prioritised for delivery under the National Development Plan 2018-2027 and is currently being progressed through pre-appraisal and early planning stages. Carrick-on-Shannon remains the only regional strategic centre on the N4 between Dublin and Sligo which has not been bypassed to date and consequently extensive tailbacks regularly occur, this project seeks to address this. The project itself has an expected completion date of 2028.

The capital investment programme

has seen the extensive renewal of multiple town centres within the county with the goal of encouraging the return of function and vibrancy to those centres. In particular, Carrick-on-Shannon has been transformed by an investment of €10.3 million, which has been partially funded through the Urban Regeneration and Development Fund (URDF). This investment has resulted in increased footfall within the town, the provision of off-street parking, improved visitor facilities and a significant enhancement of the quality and extent of the public realm. There has been a loss of on-street parking which was an issue but due to the high level of engagement of the Council with stakeholders in the town, this issue was resolved. Additionally, the Council was able to ensure that there were car parking facilities between 100-150 metres from the main street, making it readily accessible. Furthermore, it was decided not to reinstate parking charges for a grace period following the work although these are now in place again.

The Council noted Carrick on Shannon's location as a major gateway to the River Shannon, with a huge cruise hire business operating from the town and also highlighted the Acres Lake Boardwalk, which is Ireland's first floating boardwalk. The Council is proposing to develop a Blueway Board Walk Project of approximately 10km in length from Carrick-on-Shannon to Leitrim Village and on to Battlebridge to connect to the existing Blueway which runs from Battlebridge to Acres Lake in Drumshanbo. Once completed, this development is expected to be seen as a gamechanger development of national significance and it is likely it will be viewed in a similar light to the impressive Waterford Greenway.

Leitrim County Council

is the project lead for the proposed Sligo-Leitrim Northern Counties Railway Greenway (SLNCR) trail, which will convert the disused railway route between Sligo and Enniskillen into a multi-use rail trail for cyclists and walkers. As part of the project, some lands will need to be obtained through compulsory purchase orders (CPOs) along the route. However, issues may occur as the route continues into Northern Ireland where there isn't a similar CPO system in existence. The Council highlighted that, in light of Brexit, the SNCLR is seen as a major project in keeping the communities north and south connected and consequently it has the full support of the Irish and UK governments.

Agri-business

The Drumshanbo Food Hub is a nationally significant project which was established in 2004. With 120 employees on site, it has become Ireland's premier artisan multi-tenant food production enterprise centre. Eight companies are housed here, including Gunpowder Irish gin, which is considered a world leader in its field and is traded in 89 countries.

Local business

Twenty-eight companies operate from the Hive Leitrim, which offers fully serviced office spaces and hot desk facilities with fibre broadband connection. It received an award for sustainability at the Irish Architecture Awards in 2014 and also the Green Apple Award in 2015. The Council hopes to have broadband rolled out across the County, which is essential for its economic development and in the push for remote working which could give obvious benefits to the county.

Pension liabilities

The local authority's projections on pension liabilities are that in 2023 there will be lump sums of in excess of €1 million, which is significantly higher than the historic amount of around €300,000 to €400,000. The Council is witnessing the impact of the single pension scheme which will be a major benefit by the mid-2030s.

Currently, 30% - 40% of Council employees are on the new pension scheme and the immediate concern is a large increase in volumes of retirements which could remain high for the next three to five years due to the age profile of employees in the Council. The Council advised that both it and its employees fund these pension contributions.

Regional issues

The North/South forum meets periodically, and Leitrim also has a strong relationship with the Regional Assembly, particularly in the context of the Regional Spatial and Economic Strategy. In the sphere of planning and development, Leitrim Council works closely with the assembly to ensure they accurately reflect the requirements of the National Development Plan (NDP). Leitrim Council is also a stakeholder in Knock airport and benefits from the tourism and transport which this important hub generates.

Further information

Due to the lack of gradient within the River Shannon and consequently its slow flowing nature, Carrick on Shannon can regularly flood. In 2015, Carrick-on-Shannon was flooded for thirty-seven days. The Council are working in conjunction with the OPW to put flood measures in place in order to protect the town from such reoccurrences.

The Council is partnering with the sporting community in the development of regional sports campus in Carrick on Shannon which would be an all-inclusive recreational and multi-sport campus which will service the upper Shannonside Region once constructed.

Finally, Leitrim's draft development plan for 2023-29, which has been concluded, will go out to public consultation on 25th October 2022.

Conclusion

The Chair thanked the local authority officials for their attendance at the meeting and outlined that the minutes will be published on the NOAC website at a future date.

The meeting was brought to a close.

4

Stage 2 Presentation

LEITRIM COUNTY COUNCIL
 COMHAIRLE CHONTAE LIATROMA

**Presentation to NOAC
 11th October 2022**



Overview

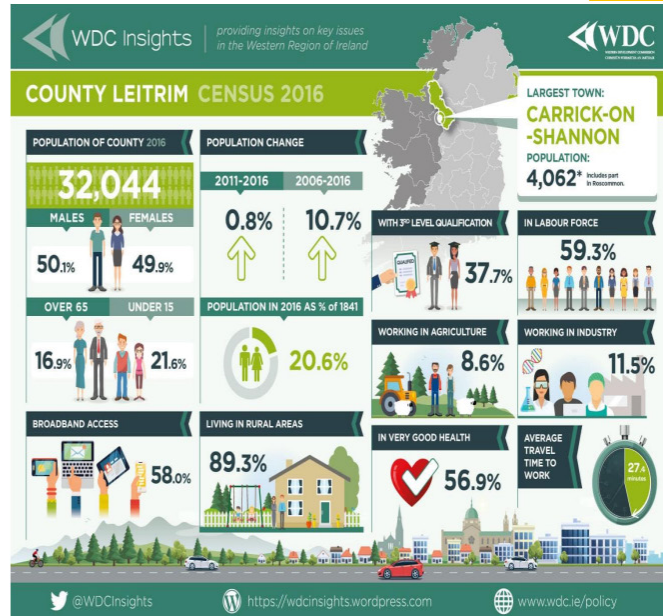
- Welcome and Introductions
- Profile of the County
- Our Vision
- Capital Investment Programme
- Town Centre Renewal
- Service Delivery - Innovation and Excellence
- Customer Satisfaction
- Challenges
- Summary

Leitrim
 explore • experience • enjoy



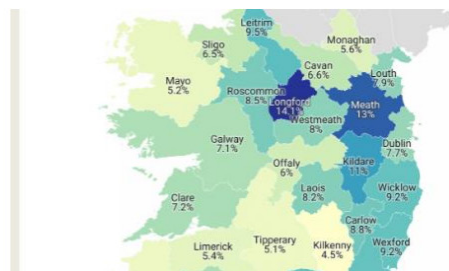
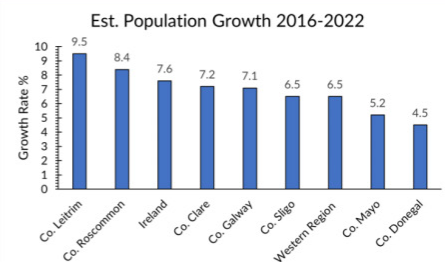
Profile of County Leitrim

- 1590 sq kms in area
- Population 32,044 (2016 Census)
- Lowest county population
- Borders with Donegal, Cavan, Longford, Roscommon, Sligo and Fermanagh
- Served by N4, N15 and N16 National Primary routes.
- R280 main arterial route in the county
- Served by Sligo- Dublin Railway line – stations in Dromod and Carrick-on-Shannon
- Close proximity to Ireland West Airport (Knock) – 45 mins
- Dublin Airport – two hours
- Dispersed population – 89.3% living in rural area (2016 Census)

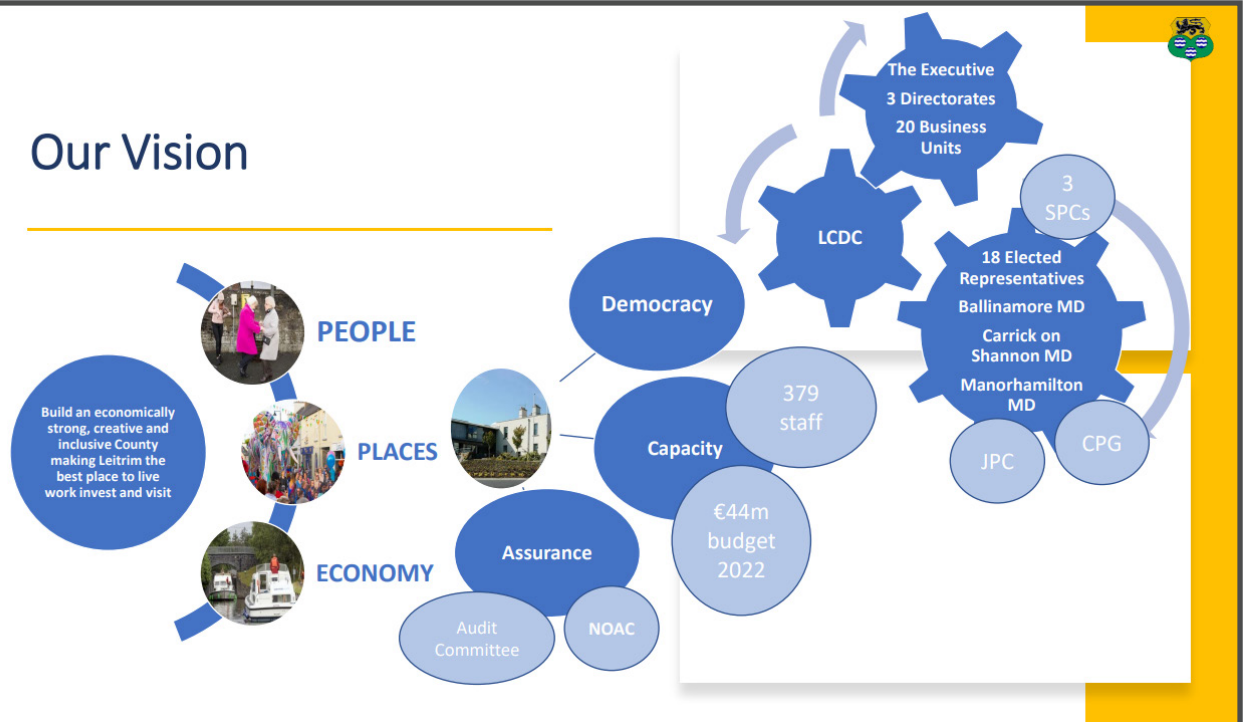


Population Growth

- 35,088 (Preliminary Census 2022)
- Fastest Growing County in West of Ireland
- 4th Fastest Growing County in Ireland



Our Vision

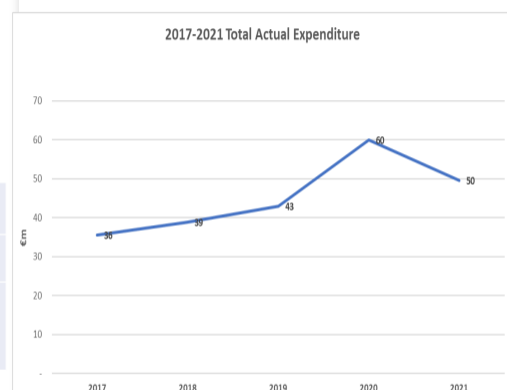


Our Revenue Expenditure 2017 - 2021

2017- 2021 Actual Expenditure					
	2017	2018	2019	2020	2021
Actual (m)	36m	39m	43m	60m	50m

Note: 2020 expenditure Figure includes:

- €4.2m of Covid Restart Grant monies.
- Increased Roads expenditure on foot of increased funding from TII
- Emergency Works expenditure of €1.3m approx. on bridge collapse due to landslide

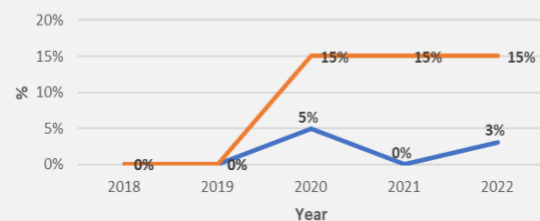


Capital Investment Programme

6 year capital
investment
programme
€379m

€25.2m
Leitrim County
Council
match funding
requirement

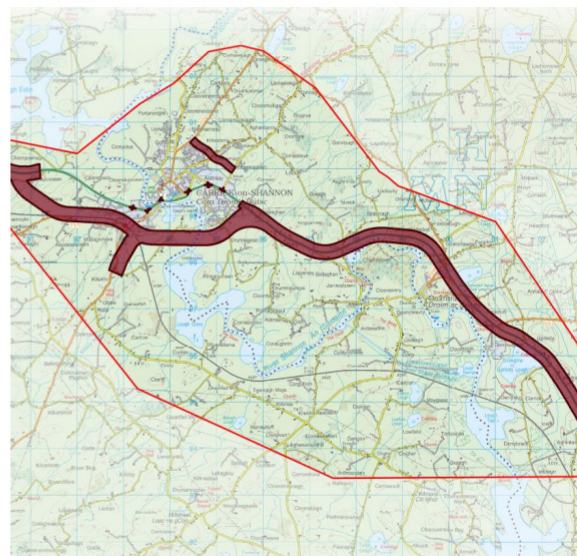
ARV & LPT Trends



YEARS	2018	2019	2020	2021	2022
ARV	0%	0%	5%	0%	3%
LPT	0%	0%	15%	15%	15%

TII Investment N4 Carrick on Shannon to Dromod

- Regional significance, improved access to the North West
- Preferred Route option chosen
- New infrastructure and access roads to Carrick-on-Shannon planned
- Approximately 19 km of carriageway (new or upgrade)
- Completion data 2028+

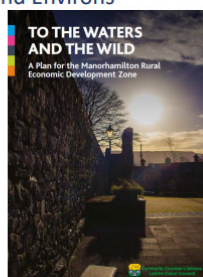


Capital Investment Programme Town Centre Renewal

Town Teams

Ongoing consultation and collaboration with Town Teams and Community partners to develop Strategies for – Carrick-on-Shannon, Ballinamore, Manorhamilton, Dromahair, Drumshanbo and Leitrim Village, Kinlough and Environs

- Collaboration
- Town Plans/Strategies
- Public Realm/infrastructure investment



Drumshanbo High St.

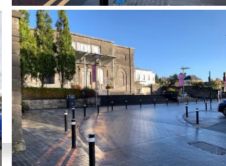
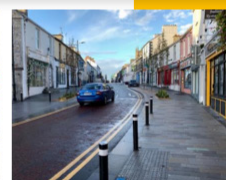
Mohill—Urban Framework for Living



Capital Investment Programme Public Realm investment

Carrick-on-Shannon Public Realm Works - €10.3m

- Innovative and transformational urban regeneration and development
- Significant enhancement of the quality and extent of the public realm
- Strengthening the town's physical infrastructure - provision of off street car parking
- Improved visitor facilities, particularly in the marina area
- Increased footfall
- URDF 2019 - Funding awarded: € 7.7m



Capital Investment Programme Public Realm/Infrastructure

Ballinamore RRDF – The Junction



Manorhamilton Public Realm



Dromahaire RRDF – New open library

Capital investment Programme Blueways



Drumshanbo (Acres Lake) to Battlebridge

Carrick on Shannon to Battlebridge Proposed Blueway

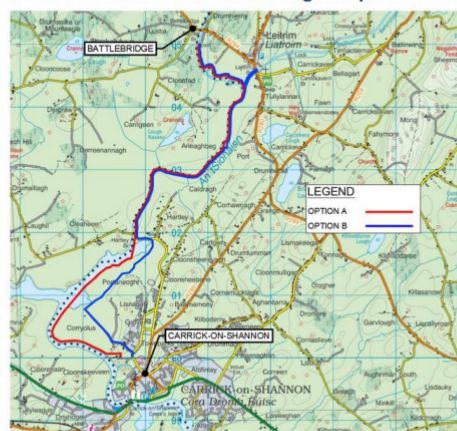


Figure 1-1: Carrick-on-Shannon to Battlebridge Lock Proposed Route Options A and B

Capital investment Programme Greenways

The Sligo Leitrim Northern Counties Railway (SLNCR) Greenway – 75km

- Leitrim County Council – lead authority for the entire project
- Key economic driver in North Leitrim
- Estimate cost of circa €50m



Economic Development – Collaboration



Economic Development –Digital Hubs, BCPs

Leitrim Digital Assets Map

-  Metropolitan Area Network (MAN)
-  Broadband Connection Point (BCP)
-  Public WiFi Hotspot
-  Coworking / Digital Hub
-  Public Library

BCP's – Connected Communities

- Aghanish Community Centre
- Askill Community Centre
- Aughavas GAA Park
- Aughawillin GAA Clubrooms
- Teach Dúchas, Drumeela
- Glencar Waterfall visitor point
- Gortletteragh Community Centre
- Killargue Community Centre
- Killenummery Hall
- Aughawillin Community Centre
- The New Ballagh Centre, Rossinver
- Leitrim Gaels Community Facility

Connected Hubs

- Drumshanbo Enterprise Centre
- The Food Hub, Carricknabrack
- The Hive, Carrick-on-Shannon
- Drumkeeran Enterprise Centre
- Mohill Enterprise Centre
- Ballinamore Enterprise Centre
- Manorhub, Manorhamilton
- V8, Manorhamilton
- Kinlough Business Hub
- Ballinagleragh Digital Hub



Capital Investment Programme - Flood Relief

Flood Risk Management Schemes approved by OPW

- Carrick –on-Shannon
- Leitrim Village
- Mohill



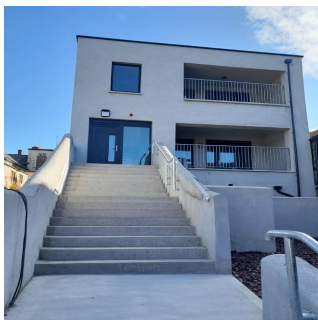
Capital Investment Programme - Recreation and Amenity – Pipeline project Shannonside Sports Campus



Housing Delivery

2018 – 21
Target – 156 units
167 units delivered

Target
139 units
2022-26



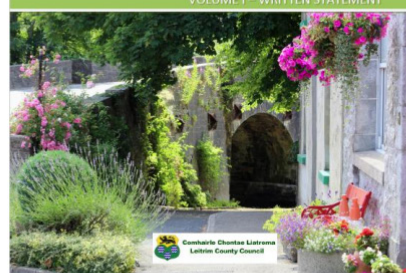
Planning for the Future

Leitrim County Development Plan 2023 - 2029

- 4th October – Chief Executive Report considered by Members
- 25th October – Public consultation on material amendments of the draft Development Plan commences
- February 2023 – new plan



DRAFT LEITRIM COUNTY DEVELOPMENT PLAN 2023 - 2029
VOLUME I - WRITTEN STATEMENT



Service Delivery – Innovation and Excellence

Library Service – Innovation projects

Manorhamilton Library Cubbie

Cubbie is a resource which offers a proactive approach in addressing a person's sensory needs, alerting or calming senses as required and provides a sense of space and support to individuals of all abilities.



Leitrim Library Digital Skills for Older People Project



Digital Skills
Support Service For
Older People

Service Delivery – Innovation and Excellence

Library Service – Innovation projects

Manorhamilton Library Cubbie

Cubbie is a resource which offers a proactive approach in addressing a person's sensory needs, alerting or calming senses as required and provides a sense of space and support to individuals of all abilities.



Leitrim Library Digital Skills for Older People Project



Service Delivery – Innovation and Excellence

Fire Service – Be Fire Safe at Schools Programme

- Erasmus+ project led by Leitrim County Council Fire Service
- Design, develop and deliver a sustainable fire safety education programme for post primary schools in Europe available in the following languages –English, Irish, Danish, Dutch, Finnish, French, German, Lithuanian, Spanish.
- Collaboration with 1100 teachers in 7 countries in
- Launched as part of Fire Safety Week in October 2021 by Minister Darragh O'Brien.



Service Delivery – Innovation and Excellence

Slow Adventure Tourism



- Development of an innovative tourism concept
- Concept researched and developed in collaboration with partners in Sweden, Norway, Finland, Scotland, Iceland and Derry.
- Focus on rural locations, with no mass tourism, wide open spaces, suitable activities, and unspoilt landscapes using sustainable practices.
- Engagement with local culture and communities



Customer Satisfaction Survey 2020

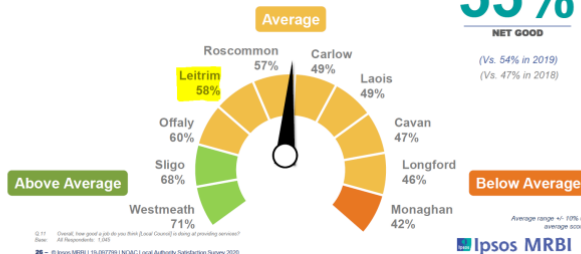
HOW ARE LOCAL COUNCILS DOING

Over half of respondents believe their council is doing a good job

55%

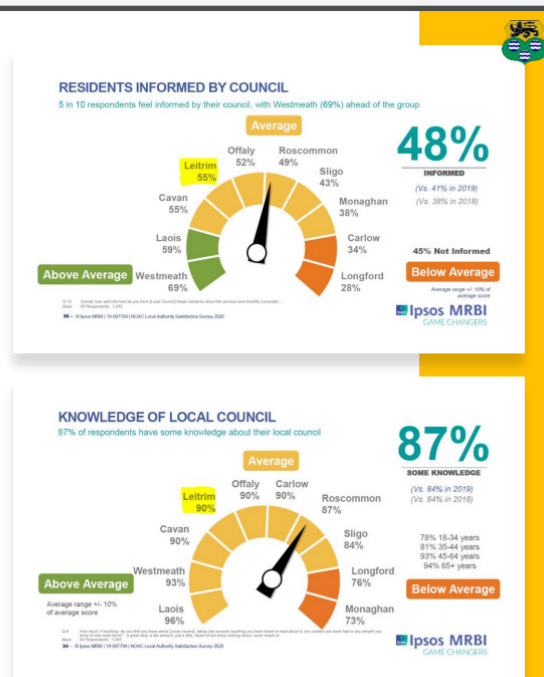
NET GOOD

(Vs. 54% in 2019)
(Vs. 47% in 2018)



Customer Satisfaction Survey 2020

- Good relationship fostered with local media – **130+** media queries from local media organisations, **25+** press releases on activities in 2021
- Strong social media presence: **16800+** followers at end Q2 2022.
- In 2021 – **1,700+** Facebook, **1,100+** Instagram, **1,500+** Twitter native posts,
- Website engagement: **407,000+** individual website views in 2021



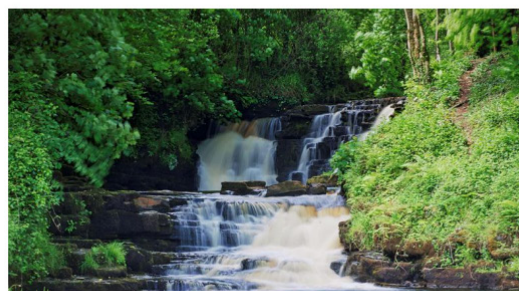
Challenges Ahead

- Current Economic Climate
- Increased energy costs
- Construction inflation
- Skilled contractors - limited availability
- Ukrainian response – circa 850 refugees in the County
- Climate change commitments
- Lack of private housing development in the County/Region
- Changed working environment – blended working
- Recruitment and retention
- Pensions Liability



Summary

- Shared vision between the Elected Members and the Executive
- Strong collaboration with business and state agencies
- Ambitious and transformative 6 Year Capital Programme
- Strong financial management
- Empowered and resilient communities
- Vibrant cultural and creative sector
- Optimise the Natural Assets of the County
 - The Shannon and Waterways
 - Mountains and Glens of North Leitrim
- Attractive Tourism Offering – Slow Adventure
- Quality of life
- Committed workforce





National Oversight and Audit Commission (NOAC)
An Coimisiún Náisiúnra Maoirseachta & Iniúchoóireachta

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