



**Report on Individual Divisions & Central Management
Charges
2014**

Capital Works Programme 2014 -2016

DIVISION A - HOUSING & BUILDING

A.0. General

The activities of the Housing Department focus principally on the following areas:

- Estate Management/ Tenant Participation/ Social Support Services
- Management of the Housing Stock through planned upgrades and general housing maintenance
- Regeneration of Mitchel's area
- Housing Assessment/Rent allowance

The 2014 budget has been framed to continue work in these broad areas to ensure the maximum support for the continued development of a housing stock of modern standard and a growing involvement of tenants in the management of their own estates. Work in this area has been beneficial to the participating estates and ensures the Council's investment is supported by the local communities.

A.01. Maintenance Improvement

2013 was a record year in relation to the improvements carried out to the Tralee Town Council housing stock. These improvements were achieved through targeting various government initiatives and grants, supplemented by specific Council resources set aside for the housing improvement programme. These works were concentrated in improving the energy efficiency of homes and will result in long term fuel savings for our tenants as well as more comfortable homes. It is essential that the Council has at its disposal ring fenced funds for house improvements as all government initiatives require a minimum local contribution.

A number of modest house sales in 2013 have resulted in some funds being available in 2014 from ICRs to continue this work. The Council will also have at its disposal an additional fund of €100,000 from a revenue surplus to continue the window and door replacement programme and roof upgrades.

The works outlined above will be in addition to voids which will be brought up to the highest standards prior to re-letting. There will again in 2014 be specific funding under the Social Housing Investment Programme to finance the improvement of long term voids and the local contribution will be provided from Part V funds. The level of local contribution required will be critical to the level of work that can be carried out.

The sum of €762,000 allocated for general maintenance is being retained at 2013 levels. Given the overall level of improvement in the housing stock and increased value for money, this will allow all routine maintenance to continue and individual house upgrades including window/door replacement to be carried out.

A dedicated sum has been retained in the budget for improvements to Old Person's Dwellings.

The work completed in 2013 includes the following:-

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|-------------------------------|-------------|
| • Attic Insulation | - 291 units |
| • Wall Insulation | - 226 units |
| • Casual Vacancies upgraded | - 8 units |
| • Energy Efficiency upgrades | - 12 units |
| • Air to Air heating systems | - 5 units |
| • Window & door replacement | - 66 units |
| • Disabled Persons Grants | - 9 units |
| • Estate enhancement projects | - 4 estates |

A02 Assessment of Housing Needs

There are currently 2,243 households or individuals on the Council's housing list. The ongoing assessment of the housing waiting list/rent allowance assessment is a significant challenge to the manpower resources within the housing section. To the end of November, 1306 housing eligibility assessments had been carried out by the staff of the housing section.

A total of 31 tenancies were allocated in 2013 through casual vacancies, house completions and house purchases.

A03 Housing Rent and Tenant Purchase Administration

The figure included for housing rent income is increased from €2.4million in 2013 to a projected income of €2.577million in 2014, reflecting the additional charge to cover the cost imposed on Tralee Town Council under the Local Property Tax. The arrears figure for outstanding rent increased by €5,000 in 2013 to €443,000. There has been a significant increase over the past three years and is a cause of concern and must be reversed. Tenants in serious arrears and who are unwilling to deal with the issue are being pursued through the courts. Tenants who find themselves in difficulty should approach the Council and not allow the rent arrears to escalate. The vast majority of our tenants pay their rent in a responsible manner. Despite the increase in arrears the sum collected has also increased each year as a result of a reduction in vacant properties and new units being added to stock. The Council will continue to promote deductions at source and household budgeting to augment the collection service provided by the Council's rent collectors.

A04 Estate Enhancement

This element covers the cost of staff associated with tenancy enforcement and community liaison. It also continues a fund introduced targeted at the general environment of Council estates, outside RAPID areas, in order to improve the overall appearance and facilities of these areas. This sum has been retained at 2013 levels (€50k) and this will allow a number of projects to commence in 2014 which, though modest in expenditure will have a significant impact on the estates involved. This is a very worthwhile use of funds and supports the growing community participation in our estates.

Mitchel's Community Regeneration Scheme

The Mitchels Regeneration Project is a significant capital programme being undertaken by Tralee Town Council in the Mitchels Crescent area. €3.1million was recouped from the Department of Environment, Community and Local Government in 2013.

The following projects were completed in 2013

- St Brendans Park – 5 housing units.
- Roof replacement programme – 24 units
- Minor sundry works
- Community Social Projects

The following projects are underway or will commence in 2014

- Mitchels Integrated Services Centre.
- Service Upgrades & Environmental Improvements Phase 1A.(Mitchels Square to Mitchels Road)
- Extension and New Build at Urban Terrace.
- Review of Masterplan
- Design of Traveller Specific Accommodation
- Town Council Housing Upgrades

A project team of four staff is funded under the project, which otherwise would be funded from revenue.

Community Social Projects

Central to the regeneration process is the ongoing involvement of the community. The Department of Environment, Community and Local Government has provided assistance to establish a small grants scheme which has enabled the Regeneration Steering Committee to provide financial support to local groups and projects that are contributing towards improving facilities and promoting the positive impact of the regeneration project. Projects in 2013 included support for Historical & Heritage working Group, Gathering Reunion, Tralee Boxing Club, KDYS, Community Horse Project, Tobar Naofa Residents Association & outdoor equipment, Computer Training.

A05 Administration of Homeless Service

This includes the Council's contribution to the homeless shelter in Tralee

A06 Support to Housing Capital Programme

The housing capital allocation for 2014 has yet to be announced. It is unlikely that funding outside of regeneration will be available for any major housing development to commence.

A08 Housing loans

A sum of €346,000 is provided in the budget for interest(only) payments on the loan facilities in relation to the land bank acquired by Tralee Town Council in Lohercannon a number of years ago. The Council had made an application to the Housing Agency/Housing & Sustainable Communities Ltd for inclusion of these

lands under the land aggregation scheme. The Council has subsequently been informed that this scheme is discontinued. While in 2014 the Council is in a position to finance this sum from its capital reserves, in the longer term this burden will have a significant impact on resources.

Progress Report

A Housing Progress Report will continue to be brought to the Members of the Council each month to show the progress being made in relation to all aspects of the programme outlined above.

DIVISION B – ROAD TRANSPORTATION AND SAFETY

B04Local Road- Maintenance and Improvement

Provision for urban roads maintenance (own resources) in 2014 has been maintained at 2013 levels with a total of €447,600 proposed. The funding provided will be spent in a targeted and efficient manner to ensure maximum return for the investment available. The improvements carried out in the period 2009-2013 to the local road network within the town have reduced the length of roadway where critical maintenance is required.

For the purposes of clarity flood relief which was formerly in “Division C Water Services” has been relocated to Division B and is included in the B0405 “local roads”.

The sum of €30,000 has been provided for maintenance of the Flood Relief Scheme, which has come under increasing pressure in recent times, an increase of €10,000 from 2013.

In 2013 the following works were carried out;

Road Works

Overlay and reconstruction works were undertaken on the following roads during 2013, Windmill Lane, Church Road, Blennerville, Strand Street, Dean’s Lane, Killeen Road and JJ Sheehy Service Road.

Footpath Works

During the past year footpaths were constructed or reconstructed in the following locations Church View, Blennerville, Manor Village, Old Marian Park, Derrylea, Rahoonane, Shanakill, Fountain Court, Ashgrove, St Brendan’s Park, Connolly Park Bungalows, O’Rahilly’s Villas

Car Parks

The early part of last year saw the re construction of the Abbey Car Park and within the past two months Matt Talbot Road Car Park received an upgrade with the structural reconstruction and re lining of the northern part of the facility.

Other works undertaken include parking bays in Spa Road and Lohercannon.

General

Barrack Lane was re surfaced and also received decorative lighting and Milk Market Lane was reconstructed.

Road Grants

The Road Grant allocation has yet to be announced and the budget figure assumes a similar allocation to 2013. There is a Tralee Town Council local provision of €65,000 to support the grants programme.

B05Public Lighting

Public Lighting operating costs have been retained at €396,000 the 2013 level. This level of expenditure did not materialise in 2013 so the allocation should be adequate to deal with the additional lights provided in 2013 and increases in energy costs. The increase in the number of lights within the control of the Council is a result of direct provision by the Council of additional lighting as well

as the additional lighting that came within the charge of Tralee Town Council as a result of taking estates in charge.

Public Lighting Capital Works 2013	The provision of new lanterns on existing or replacement Public Lighting or Power Transmission Columns was undertaken in the following areas, Ashgrove, Windmill Lane, Spa Rd, Manor Place. New lighting was provided in Woodbrooke Manor, Ashgrove, Lohercannon, Cloonbeg Terrace, Cloghers Drive, Connolly Park, Rahoonane, Market Street, Manor Court, the Abbey Car Park and the River Lee Walk Phase 2.
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The capital reserve over the past number of years to provide additional lights has been exhausted and therefore it is necessary to provide a sum of €30,000 in the revenue budget to allow a modest programme to be undertaken in 2014. As in 2013 a report prioritising improvements will be brought to members at the March meeting for consideration. Submissions by Councillors will be considered as part of this prioritisation programme.

B07 Road Safety Engineering Improvements

Significant traffic calming measures have been carried out over the past three years and while there is a specific allocation of €17,000 for this measure within the roads budget, funding also remains in the RAPID allocation and estate enhancement allocation which can be utilised for specific traffic calming measures within estates.

B08 Road Safety Promotion & Education

The School Warden Scheme will be maintained at 2013 levels of service

B09Car Parking

The costs of Parking Management, Car Parks and parking enforcement show an overall decrease, taking account of a reduction in staff numbers, and the actual outturn for 2013. Other expenditure in this area includes maintenance contracts for the Pay & Display machines and the outsourcing of coin collection. Parking charges for Council operated car parks and on-street parking have not been increased, and projected income from this source is estimated to decline in 2014 reflecting the 2013 outturn and the parking incentives operated by the Council during the year.

The management of car parking within the town is critical to the overall prosperity of the trading sector. The Council has provided an additional car park in the past two years which provides 142 spaces with good access to the town centre. Council car parks in The Abbey Car Park and Matt Talbot Car Park have been considerably upgraded in 2013 with improved surfaces, parking layout and traffic management. Planned improvements will be continued shortly in the Brandon Car Park to upgrade the surfacing, drainage and general appearance of

same. The proposals put forward in the Tralee Transport Strategy in relation to maximum stay areas will be considered for implementation over the coming months.

B10Support to Roads Capital Programme

The development contributions collected since the introduction of the Roads Levy has yielded a fund to the Town Council, which has allowed it to invest in new road construction and improvement within the Town Council area. The enclosed capital programme outlines projected expenditure over the next three years. In 2013 the following sums were collected in relation to Development Contributions associated with Division B. The absence of new private development limits the funds available from this source. The removal of the Town Council roads levy in favour of the Western Ring Road levy also impacts on the Council's resources in this area.

Car Parks	-	€61,412
Ring Road	-	€37,264
Approach Roads-		€9,248

The overall condition of the road network in the town has improved dramatically over the past five years with substantial investment on strengthening and surfacing of all the major roads by both Kerry County Council and the Town Council.

DIVISION C - WATER SUPPLY AND SEWERAGE

C01Water Supply

From 1st January 2014 Irish Water has assumed responsibility for the funding and delivery of water services throughout the country. Irish Water has entered into Service Level Agreements with local authorities throughout the country for their continued involvement in the delivery of services at local level. Kerry County Council has entered into such an agreement and through this agreement Tralee Town Council will continue to provide the service within its administrative area. The cost of providing these services will be recouped from Irish Water. The cost of payroll and a portion of the Council's central management charge will be recouped from Irish Water and is reflected within the Draft Budget 2014. It is anticipated that all other expenditure on water services, such as goods and services, will be done through the Irish Water Financial Systems. However, it may be necessary to purchase some goods and services for water/waste water operations through our own financial system, AGRESSO, during 2014 and, subsequently, recoup same from Irish Water. We will be seeking members' approval for this over-expenditure as it arises as provided for in section 104 of the Local Government Act 2001, as is usual. Considerable financial and operational uncertainties remain as we embark on our new Service Level Agreement with Irish Water.

Capital Projects undertaken in 2012

Cloonbeg Terrace	new pvc watermain, with fire hydrants, and new house connections to replace old lead pipe work in the area
Church Road, Blennerville	new pvc watermain and hydrants from N86 junction to the GAA field; replacement of long service pipes
Stacks Villas Cul de Sac 58-74	new pvc watermain and hydrants, and new house connections to replace old cast iron watermain and old lead service pipes
New Pressure Reducing Valves	areas of very high water pressure were identified (over 50psi) and pressure reducing valves were fitted; this will aid in reducing water losses; Estates where PRVs have been installed includes: St. Brendan's Park, Oakpark Demesne, Mounthawk Manor, Quarryvale, Ard na Sidhe

C04Public Conveniences

The operation and maintenance of the public convenience has been allocated sufficient funds to allow minor refurbishment of the toilets including painting of the interiors in the current year.

Capital Works

As in Division B, considerable resources have been generated through development contributions for water and sewerage facilities over the past number of years. Income from this source has declined from a high of €1.5m in 2007. The following was collected in 2013. These funds will be utilised to finance unfunded

balances in the capital account associated with water service projects carried out in previous years.

Water	–	€73,790
Sewerage	-	€26,065

DIVISION D – DEVELOPMENT INCENTIVES AND CONTROL

D01 Forward Planning

While the review of the Town Development Plan was suspended in 2013 a significant level of background survey work had been undertaken and this will feed into any future local area plan for Tralee.

Work in the forward planning area in 2014 will focus on architectural conservation and an examination of protected structures as a basis for an updated more relevant listing.

D02 Development Management

This sub service shows a reduction in expenditure reflecting the decrease in activity in this area. Salaries and associated expenses such as travelling, training, materials, legal expenses and office equipment make up the bulk of this provision.

A sum of €25,000 has been included as income which includes for the main part; fees associated with planning applications and associated searches, copies of documentation etc. The outturn in 2013 and the estimated income in 2014 reflect the much reduced activity in the construction industry in the current economic climate.

D03 Enforcement

Expenditure in this area is associated with staff costs and legal fees in relation to unauthorised development within the town and ensuring that the conditions attached to planning permissions are being complied with.

D04 Industrial Facilities

Provides for the maintenance of both the Clash and Cloonanorig Business Parks (primarily grass cutting)

D05 Tourism Development and Promotion

This includes provision for the Tourism development officer, 90% of which is recoupable from Kerry County Council.

A sum of €30,000 has been retained in the budget towards improvement works for the steam train/windmill either as a local contribution to grant funding if it becomes available or for essential maintenance.

Tourist facilities operations include staff costs in relation to the operation of the Windmill and a sum of €150,000 in respect of the operation of the Lee Valley Wetlands Centre. While it is planned that the centre will be self sufficient, covering its own costs, it will take some time to achieve this. A major marketing campaign was carried out in 2013 hugely supported by Failte Ireland by providing advice and training for the staff and management of the centre. With additional attractions on site in 2014 it is expected that benefits of this marketing campaign will be seen. This is a major additional tourist attraction for Tralee and

will also continue to provide a wonderful amenity for the local population with a large section of the park free to the public.

The Council's continued development and support of tourist facilities reflects the importance of the tourist industry to the overall economy of the town, and the knowledge that many of the Council's ratepayers depend on the tourist industry to ensure their viability. The windmill/steam train product requires major investment also, and the Council faces a significant challenge in rehabilitating these attractions and sustaining their attractiveness into the future.

D06 Community and Enterprise Function

The RAPID programme was jointly funded by Department of Community, Rural and Gaeltacht Affairs and the Town Council. The department funding for the physical improvements was withdrawn in 2009. The Budget retains funding for the operation of the CCTV cameras, contribution to the community centre and a sum of €30,000 for physical improvements in the two RAPID areas outside the Mitchel's Regeneration area. The communities in each area highlight the projects they wish to progress. The fund to date has provided additional lighting, traffic control measures, additional parking and general estate enhancement measures.

D09 Economic Development and Promotion

Tidy Town Initiatives

The budget includes a sum of €20,000 for tidy town initiatives which the Council will undertake with specific attention to the town centre. This sum is in addition to the significant capital spending that the council undertakes each year from the amenity contributions it receives. This will target flower arrangements and other soft landscaping in the town. There will be renewed efforts to gain the support and co-operation of the business community in improving the town centre areas over the coming weeks. Funding has been maintained to the Tidy Towns and Towards a Better Tralee recognising the valuable contribution these organisations have made to the town and the level of co-operation between these bodies and the Town Council. The Town Council will continue to co-operate with Residents Associations in helping them take care of their own areas. The great success in achieving a Gold Medal in this year's Tidy Town's Competition was a reflection on the continued investment by everyone involved in this area, and shows the Council's efforts in supporting the Tidy Towns effort is worthwhile.

Entente Florale

Tralee has been chosen to participate in the prestigious international Entente Florale competition which should galvanise support for a tremendous effort by all involved to show case Tralee at its best throughout the summer period. An additional fund of €25,000 has been included in the budget to cover the costs associated with competition. There will also be modest Department financial support in respect of same.

The Town Council has made substantial capital investment in the town centre in the past number of years. This capital investment continued in 2013 work concentrating on the completing Barrack Lane upgrade and Milk Market lane. It is proposed to continue town centre improvements in 2014 with a revamped entrance to the town park in Denny Street. It is also planned to prepare a detailed design for upgrading the Mall in association with Kerry County Council.

The Council also carried out improvement works to the street furniture in the town centre area in the past couple of years and this will continue in 2014. In addition, the Council has been supportive of the town centre in funding a significant and increasing portion of the Christmas and festival lighting provision as well as the entire electricity costs.

Provision of 57,000 is included to continue support for Tralee Chamber Alliance (TCA) in 2014. The TCA has made a positive start in their first two years of operation and the Council will continue to work with the business community to promote and improve Tralee.

D10 Property Management

This specific provision relates to maintenance and capital contribution associated with the Ashe Memorial Hall. The maintenance of the town hall and council depot are charged to individual programmes and are included in the service support costs under each individual programme. Major infrastructural improvement works have been undertaken in the Ashe Memorial Hall in 2011 & 2012 including major refurbishment of the roof, insulation, new heating system, internal secondary windows and improved lighting. Much of the work carried out has been supported by grant aid from the SEAI. The Ashe Memorial Hall is a landmark building in Tralee and its long term protection is essential.

DIVISION E – ENVIRONMENTAL PROTECTION

E05 Litter Warden Service

This covers the salary of the full time litter warden and associated costs of the service.

E06 Street Cleaning

During the past year Tralee achieved a gold medal in Tidy Towns for the second year and retained “litter free” status throughout 2013, finishing the year ranked 9th in the country with a classification of “Cleaner than European Norms”. The IBAL judges concluded as follows; “Tralee’s best ever result. An excellent result for Tralee – eight out of the ten sites surveyed got the top litter grade. Some of these sites were not just clear of litter but very well presented and maintained e.g. Ashe Street, residential area of Brooklawn, Lidl and Pairc an Piarraig – clearly the latter is a very well respected and cared for environment.”

While we can all be justifiably proud of the progress made in relation to the overall improvement of the presentation of the town, however it is never a job completed and requires a continuous vigilance to ensure that the high standards achieved can be retained and improved upon. It is clear that there are particular difficulties that remain to be tackled, but overall there is an extensive cleaning programme within the town, with substantial resources being provided in this area. There has been significant improvements in relation to the bottle banks, and the Council will again meet with vintners, restaurant owners, and turf accountants in relation to the cleaning the environs of their premises of cigarette waste and the provision of appropriate receptacles. Additional litter bins have been provided in the past couple of years and we will continue this programme where the need is identified.

The provision for Street Cleaning for the coming year has been increased to €561,800 reflecting the outturn for 2013 and the revised cleaning schedule developed in consultation with staff to maximise the effectiveness of same. This level of expenditure will support an extensive town centre programme; however resources in outlying areas will remain curtailed. Individual communities will be required to support the cleaning of their own estates and the Council will work with the estates involved to achieve a greater return in this area. However, in addition to the cleaning of streets, it is important that an active programme of Litter Awareness is continued for both young and old. In this regard, Tralee Town Council will continue its Media and School’s campaign to highlight Litter Awareness during 2014. The efforts of the elected Council in mobilising the public to support tidy town initiatives are extremely helpful as is their active participation within these groups.

E09 Maintenance and Upkeep of Burial Grounds

The upkeep and improvements to Rath and St. John’s Cemetery in the coming year will cost €74,400. In addition provision has been set aside for a four year development of new spaces in Rath from the capital account. A programme of improvements of paths in St. John’s Cemetery will be continued in 2014.

E10 Safety of Structures and Places

With the downturn in planning applications, staff in the planning section will continue to devote more time to the management of derelict sites in the town. 2013 saw major improvements to a number of premises while there remain prominent eyesores that need to be tackled. The proper presentation and upkeep of vacant properties will be a challenge in the short term. Significant progress was achieved in 2013 with an overall improvement in this area. The level of economic activity is a challenge in relation to the upkeep of buildings and it was heartening to see a number of vacant properties returning to economic use in the town centre during 2013.

DIVISION F – RECREATION AND AMENITY

F01Leisure Facility Operations

The Sports Complex continues to provide an essential service to the sporting, health and recreational well being of the town of Tralee and beyond. Major improvements over the past number of years including the upgrading of the wet facilities, pool, sauna and steam room, the provision of all weather pitches, major refurbishment of the roof as well as the recent Sports Capital/SEAI funded energy efficiency upgrades has placed the Complex in a positive position going forward. The contribution in the revenue budget for the past number of years has been utilised to clear the outstanding capital balances associated with the improvements outlined above. As the capital balance has now been cleared it is proposed to continue the allocation to the complex as a revenue contribution in support of its day to day activities. Historically the Town Council were responsible for the payment of certain staff wages in the Complex, most recently the caretaker. All staff are now directly employed by the Sports Complex and are paid by them.

F03Outdoor Leisure Operations

The cost of maintaining the Town Park, the river and canal walks and other parks and open spaces in the town in 2014 will be €673,200, the same allocation as 2013. The absence of seasonal workers in this area will mean that the available resources will still have to be more targeted in public areas, thus requiring individual communities to work within their own areas. The response of various organisations, community groups and residents associations in 2013 was very positive and it is important that this level of commitment is built upon and fostered in the coming year.

The addition of new parks to the town over the past few years has added to the recreational benefit of both residents and visitors. However there are significant additional costs associated with maintaining these areas to a high standard. The town is well served by open space amenity areas and compares very favourably with other towns of its size throughout the country.

F04Community Sport and Recreational Development

The budget includes a number of contributions to community associations and offers the Council an opportunity to assist organisations who make a substantial contribution in their areas. While the overall expenditure is modest in this area it provides valuable assistance to the positive work such organisations carry out.

F05Operation of Arts Programme

Provision has been made for contributions to the Festival of Kerry, the Garden Festival, St. Patrick's Day Festival, Easter Festivals, Siamsa Tire, Tralee Pipe Band and other events. It also reflects the clean up costs associated with these festivals. These are significant positive contributors to the cultural, recreational and economic activity of the town. All contributions have been retained, reflecting the importance of these events to the social, cultural and commercial life of the town.

Kerry County Museum

The museum has been at the forefront of Irish Museums over the past number of years. In that period it has attained “museum of the year”, developed both an outreach and in-house education programmes, developed new exhibitions and solidified its role in the heart of the community in Tralee and the wider geographical area. 2013 was another huge milestone in the development of the Museum in achieving full accreditation status under the Museum Standards Programme for Ireland. At the Accreditation Ceremony in Dublin on 25 June, Michael Starrett, Chief Executive of the Heritage Council, stated that ‘This achievement has been the goal of a committed staff, management and governing body, and is a particularly distinguished accomplishment.’ Congratulations are certainly due to the Museum Curator, her staff and the commitment of successive Council’s in supporting this wonderful museum.

In future this will have an impact on qualifying for funding streams and being in a position to host artefacts on loan from both national and international museums.

Expenditure and income for the museum for 2014 are unchanged. The shortfall of income over expenditure for 2014 is projected to remain at €277,000. This is a substantial element in the town council’s discretionary income but remains a positive resource for the town. Support funding of €60,000 is received from Kerry County Council.

A major programme of capital investment was being considered over the past two years, which would have entailed major structural works involving a reworking of the design and layout of the entire museum. This programme was dependent on significant grant support which is unlikely to be available in the short to medium term. Work is now focused on a more modest programme, securing the long term structural integrity of the building, while investing in upgrading the current museum displays.

The museum will continue to be marketed at all Holiday shows along with the other visitor attractions in Tralee. The joint ticketing of the three attractions, the Kerry County Museum, Tralee Bay Wetlands and the Windmill will continue in 2014 and will be marketed earlier to increase the uptake of this attractive offer.

Capital Projects

The Rock St to Mounthawk Walkway was constructed in 2013 although some environmental enhancement works remain outstanding and it is hoped to complete these in 2014.

A pathway linking the Dan Spring Road giving pedestrian connectivity to the Town Park from the River Lee Walk, was constructed, part of which runs through the Western periphery of the Harriers Athletic Grounds. Other footpath reconstruction works were undertaken in the Town Park, mostly on its Southern flank, during December 2013.

The Tralee Bay Wetlands received a ‘boardwalk’ which will open up inaccessible areas for study, thus encouraging more intensive usage, wheelchair accessibility was afforded to the tower and a number of specific planting schemes were

undertaken. Predator exclusion zones were created with specifically designed fencing.

The initial phase of a parkland fronting the Castlemaine Road was constructed and we also undertook works in Cahermoneen to landscape a previously derelict area.

As in most previous years our Tree Planting Programme continued to enhance streetscape and parkland areas.

Minor amenity schemes were undertaken in Ballyrickard, Caheranne Cross and Estate and also Rathoraig.

A large effort was placed on amenity and other engineering works to the Big River and to a lesser extent the River Lee during 2013, all of which had a very positive effect during the recent adverse weather conditions and it is intended that these specifically targeted works will continue in 2014.

The Council continues to undertake capital amenity projects in conjunction with other organisations, private sponsorship and independently through its Development Contributions. The enclosed capital programme outlines projects targeted for this fund. In 2013 the following sums were collected in relation to Development Contributions associated with Division F. Unfortunately with the current level of funding the scope for new projects in 2014 is limited.

Amenity	-	€83,204
Town Centre Amenity	-	€19,665
Arts & Heritage	-	€9,248

DIVISION G -AGRICULTURE /EDUCATION /HEALTH & WELFARE

G04 Veterinary Services

Provision is made for the control of horses in this section.

G05 Educational Support Services

Provision is provided for a continuance of the School Meal Scheme with the appropriate recoupment shown on the income side.

DIVISION H – MISCELLANEOUS SERVICES

This programme group covers a number of expenditure areas which are not directly attributable to direct works programmes. Miscellaneous administration costs, provision of services to Elected Members, rate collection costs, and casual trading are provided for in this programme.

H03 Administration of Rates

This covers the costs of salaries and other expenses associated with the collection of rates. As explained earlier the huge increase in this element reflects a change in the accounting treatment of irrecoverable rates, principally arising from vacant properties.

As outlined in the Manager's Report rates uncollected or irrecoverable is now entered as an expenditure item for accounting purposes.

H07 Operation of Markets and Casual Trading

This covers the costs of licensing and staff costs associated with this project.

H09 Local Representation/Civic Leadership

This relates to the overall costs associated with the elected council, representational payments, expenses etc., and in financing the role the Council plays in honouring citizens of the town and in meeting important visitors to Tralee. The representational payments are set nationally. The representational payments and allowances cover the period January to May to coincide with the life of the Town Council. Also included is a sum of €113,700 in respect of retirement gratuities for outgoing members. This sum has been transferred from a reserve in the capital account

DIVISION J – CENTRAL MANAGEMENT CHARGE

Appendix 1 outlines the various overhead costs that are charged out to the various services and include, cost of buildings maintenance, corporate affairs, finance and human resource functions of the Town Council.



***Managers Report on the Draft Local Authority Budget
for the financial year ending 31/12/14***

6th January 2014

Don Méara agus Gach Ball Do Chómhairle Bhaile Thrá Lí

RE: Local Authority Draft Budget 2014

Dear Councillor,

I refer to the Draft Local Authority Budget prepared for Tralee Town Council for the financial year 2014 enclosed with this correspondence.

Unification of Kerry Local Authorities

As you are aware the proposed amalgamation of Tralee Town Council with Kerry County Council will occur in June of this year. Despite this however the Budget presented to you is for a twelve month period to December 2014 for both income and expenditure. Upon unification the financial and management accounts of all Kerry local authorities will be combined under the merger approach to accounting. It is essential, therefore that this budget allows for the continuation of services beyond the lifetime of the current Council and also that it sets a template for future budget allocations for the town.

Local Government Fund

Local Authority financing will radically change in 2014, Irish Water will assume responsibility for the delivery and funding of Water Services, the Local Property Tax will operate on a full year basis and the Non-Principal Private Residence Charge will be discontinued. The Local Government Fund allocation for 2014 reflects this change which resulted in a county at large allocation of €11,043,837. This is inclusive of the allocation for Kerry County Council, Tralee, Killarney and Listowel Town Councils. The adjusted allocation for Tralee Town Council has been calculated at €122,426. This amount while reflecting an overall decrease in the local Government Fund allocation is also reflective of the major cost burden of water which has been removed

from the Council and now is the responsibility of Irish Water. The size of the Local Government Fund allocation also highlights the dependence on locally raised finance for the majority of Town Council services.

Irish Water

Kerry Local Authorities will continue to provide water services to the people of Kerry, as an agent of Irish Water under a Service Level Agreement. The cost of providing these services will be recouped directly from Irish Water. The cost of payroll and a portion of the Council's central management charge will be recouped from Irish Water and is reflected within the Draft Budget 2014. It is anticipated that all other expenditure on water services, such as goods and services, will be done through the Irish Water Financial Systems. However, it may be necessary to purchase some goods and services for water/waste water operations through our own financial system, AGRESSO, during 2014 and, subsequently, recoup same from Irish Water. We will be seeking members' approval for this over-expenditure as it arises as provided for in section 104 of the Local Government Act 2001, as is usual. Considerable financial and operational uncertainties remain as we embark on our new Service Level Agreement with Irish Water.

General

The Budget has been balanced following a thorough analysis of the services provided by Tralee Town Council. The cost of running these services and the income from all sources, which Tralee Town Council will generate in 2014, has been carefully assessed, recognising the continuing difficult economic climate that presently prevails, and most specifically the contracted commercial sector that has emerged over the past five years, despite some recent modest recovery. I am satisfied that this Draft Budget sets out the estimated expenditure necessary to carry out the functions of Tralee Town Council effectively and efficiently for the entire financial year 2014. The Budget takes into account both the need to maintain essential services, to minimise cuts in service provision that will impact on communities within the town and to protect and mobilise the significant capital investment made in recent years. The Budget also strikes a balance between the various services provided by the Council

The total proposed expenditure of €17,055,846 for 2014 as outlined in the draft budget is somewhat exaggerated, in that it includes an item for uncollected and irrecoverable rates totalling €3,653,556, which for accounting purposes has been deemed expenditure since 2013. Disregarding this sum the adjusted expenditure for the coming year is estimated at €13,402,290, which represents a decrease of 14.7% compared to a corresponding figure of €15,830,821 for 2013. This is the fifth year in succession that expenditure has declined. **The reduction in the current year in both expenditure and income is almost entirely associated with the loss of the responsibility of water services from 1st January 2014.**

Context for Budget 2014

The following are the main factors that influence the preparation of the Budget for 2014.

- The transfer of the financial responsibility of water services to Irish Water and the resultant reduction in overall income and expenditure in the proposed budget

- The virtual elimination of the Local Government Fund allocation to Tralee Town Council as a result of the transfer of responsibility of Water Services to Irish Water. The allocation in 2014 is €112,426 compared to €2,078,813 in 2013.
- The charge on Non-Principal Private Residences, which was introduced in 2009, will be discontinued in 2013. This income source peaked in 2013 with a yield of €700,000. Tralee Town Council's staff in conjunction with staff of Kerry County Council have been working to identify unregistered properties and a figure of €50,000 for arrears arising from non registration of properties in previous years has been included in the 2014 budget.
- A rates collection performance in 2013 with an outturn of €6.2ml, similar to 2012. This collection performance for rates in 2013, together with the continuing difficult local trading conditions suggest that there will be little scope for increased income in this area in 2014.
- This Budget was framed in the context of a distinct lack of buoyancy in the 2014 income, due in part to the fact that the Valuation Office has failed to value new commercial properties in recent years despite numerous representations from this Council.
- No increase in local income sources and an expected decline in parking income.
- As members are aware a sum of €600,000 from accumulated revenues was set aside in 2011 towards anticipated shortfalls in revenues in the following years. As in 2013 it is proposed to utilize the remaining €300,000 of this sum in 2014 to bridge the gap between income and expenditure. The initial outturns show that the Council will not record a deficit in 2013.
- The national moratorium on filling staff vacancies continues leading to ongoing reductions in staff numbers. Irrespective of the moratorium the financial position of the Council does not allow for additional recruitment either on a permanent or seasonal basis. Reduction in staff numbers, substantially reduced overtime, and non engagement of seasonal staff will impact on the delivery of services as staff numbers fall further
- The County Charge for 2014 has been notified as €3,008,838 a reduction of €30,392 (1%) on 2013. This modest saving is reflective of the overall reduction in expenditure on County at Large services by Kerry County Council.
- Increase in housing rents income of €107,000 to meet the cost of Local Property Tax on Council social housing stock.
- Increased energy costs

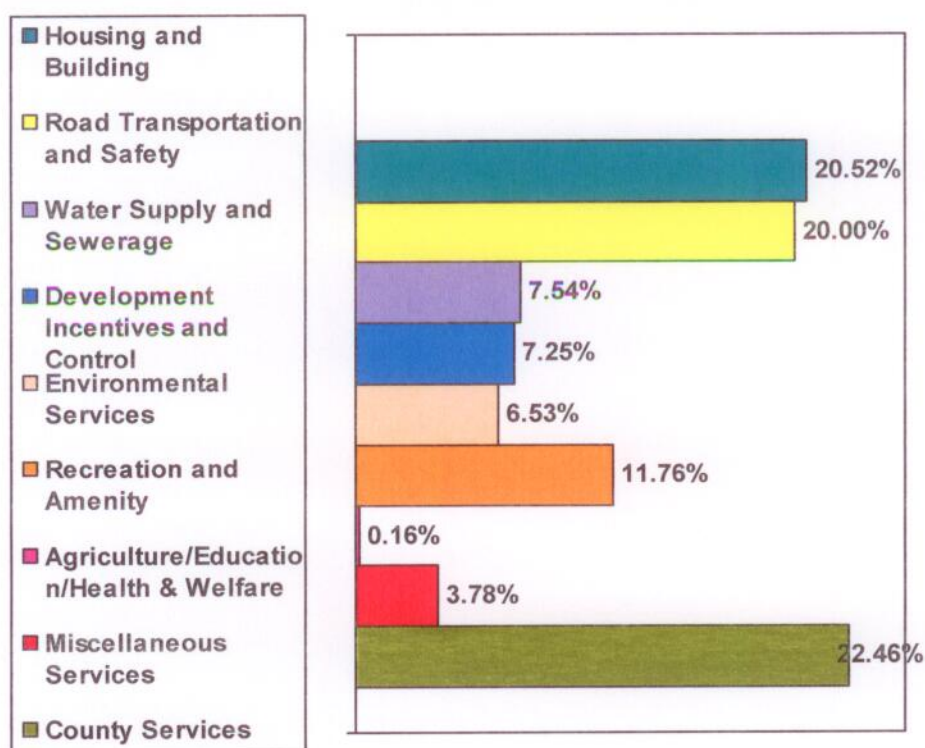
REVENUE EXPENDITURE PROPOSED FOR 2014

The following Tables summarises the Expenditure broken down over Eight divisions and the County charge.

Gross Revenue Expenditure

Division	2013	2013
A. Housing & Building	2,750,276	2,342,105
B. Road Transportation and Safety	2,680,589	2,694,408
C. Water Supply and Sewerage	1,009,895	3,711,232
D. Development Incentives and Control	971,724	1,065,943
E. Environmental Protection	875,941	869,973
F. Recreation and Amenity	1,576,353	1,578,509
G. Agriculture/Education/Health & Welfare	21,827	23,433
H. Miscellaneous Services	4,160,403	4,144,422
H* Miscellaneous Services	506,846	505,988

County Services	€3,008,838	€3,039,230
	€17,055,845	€19,469,255
Totals	€13,402,290	€15,830,821



*The above graph disregards the notional expenditure on irrecoverable rates

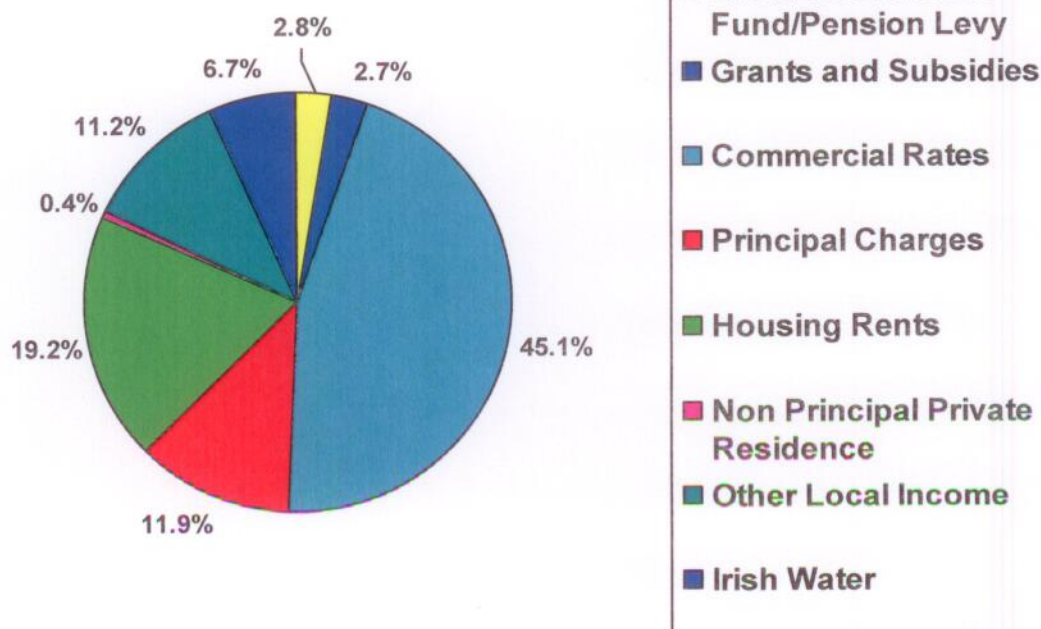
GROSS REVENUE INCOME

The following table sets out the projected revenue Income for 2014

Gross Revenue Income

Division	2014	2013
A. Housing & Building	3,011,233	2,564,590
B. Road Transportation and Safety	1,939,104	2,118,202
C. Water Supply and Sewerage	926,699	1,115,718
D. Dev/ment Incentives and Control	171,280	142,739
E. Environmental Services	197,044	206,467
F. Recreation and Amenity	199,714	201,101
G. Agriculture/Education/Health & Welfare	5,500	5,500
H. Miscellaneous Services	524,232	952,083

Local Government Fund Grant	€377,426	€2,349,248
	*€9,706,615	*€9,813,607
Rates (Gen. Annual R.V.)	€6,050,059	€6,175,173
	*€17,055,846	*€19,469,255
<u>Totals</u>	<u>€13,402,290</u>	<u>€15,830,821</u>



**The above graph disregards the notional income on irrecoverable rates*

PRINCIPAL CHARGES REQUIRED TO ACHIEVE PROJECTED INCOME

Annual Rate on Valuation

€79.90

The Council is conscious of the necessity to maintain the commercial competitiveness of the town and the difficult economic commercial environment that exists at present. The current ARV is the highest in the country. In an effort to stimulate economic activity and to support the economic recovery of the economy which appears to be underway it is proposed to reduce the commercial rates for the coming year by 1.57% bringing the ARV below €80.00 for the first time in six years. It is an important statement to the commercial community that the Council is mindful of the impact of overheads on commercial activity in the retail, services and manufacturing sectors.

Despite the contraction of the rate base in the past year the Council has been able to achieve this reduction due to the reductions in staff numbers and additional cost saving measures. The Council has met with businesses for the past four years in relation to their rates demands and have responded positively to businesses that have clearly demonstrated financial difficulties through their audited accounts. It is also clear that some businesses are not meeting their commitments in relation to payment of rates and the Council will pursue all defaulters vigorously.

Commercial Water

Irish Water has the power to set non-domestic and other water services charges. Irish Water has confirmed that the current water services charges should continue to apply until further notice.

Parking Charges

Parking revenue has been a crucial income source for the council for many years. It is not proposed to increase charges in this area in 2014, continuing the policy of no increases since 2005. Income from this area shows a decrease in 2014 of €105,000 based on the outturn of 2013 which reflects the impact of parking incentives introduced at various times during the year. While parking concessions are popular and if properly targeted have a positive influence on commercial activity, such concessions impact negatively on Council resources.

Revenue from Capital Reserve

Prudent financial management in previous years has allowed the Council to introduce revenues from the capital reserve, specifically set aside following the 2011 financial year surplus, in the current year to ensure the maintenance of essential services within the town. In the short term this alleviates to a certain extent the requirement to reduce services further. The sum of €300,000 was brought into the current budget in 2013 and a similar sum is being brought into the 2014 budget. This retained surplus has proved invaluable in producing balanced budgets over the past four years.

It is also proposed to utilize reserves of €345,600 from the capital land account to cover the loan charges which are now due in relation to the lands acquired by Tralee Town Council for housing purposes.

Similarly a sum of €113,200 is earmarked for retirement gratuities for Councillors from a specific reserve in the capital account set up for this purpose.

Capital Programme

The Council will also look to utilise the capital programme to ensure continued improvements for the infrastructure of the town and an element of funding for the permanent work force. The Council has successfully targeted central government funding, particularly in the housing, energy and amenity areas over the past couple of years and where the appropriate skill base is available and efficiencies allow Council employees are utilized on these projects.

Since 2010 services were curtailed in the areas of street cleaning, parks and open spaces and other areas, resulting from a reduction in the labour force and the non-continuation of seasonal employment. This will continue in the coming year. However this has been compensated by much greater involvement and co-operation from the business community, the voluntary sector and residents associations in terms of the overall presentation and appearance of the town and has resulted in improvements year on year in our performance in the Tidy Town competition and IBAL litter league. I am confident that this will continue in 2014.

The following will be among the priorities for 2014.

Division A

- Delivery of the Mitchel's Regeneration Project
- Continued targeting of Exchequer funds to improve housing stock
- Retrofitting Voids
- Estate enhancement schemes
- Radon testing/amelioration works

Division B

- Provision for additional Public Lighting
- Footpath improvements
- Car Park upgrading
- Town Centre Improvements
- Continued provision for maintenance of Flood Relief Scheme

Division C

- Service Level Agreement with Irish Water
- Concentration on management of Leaks
- Old pipe replacement programme
- Pump replacement

Division D

- Protected Structures
- Tourist promotion
- Tourism projects/Wetlands/Windmill
- Town promotion
- Tidy Town Initiatives retained

- Entente Florale

Division E

- Revamped cleansing schedules
- Co-ordinated Community, Business effort
- Provision for burial grounds
- Derelict sites improvements

Division F

- Grass cutting focus on public areas
- Museum
- Residents Associations
- Capital improvements
- Cultural activities retained

Significant reductions and cost savings have been implemented over the past four years and these are reflected in the 2014 draft budget. It is imperative that the income from all sources set out in this budget is realised in 2014. The Council cannot sustain its current permanent workforce or provide services at a level that does not undermine the investment in public infrastructure in the town over the past number of years if the Council's income base is further eroded. The Council will continue to strive for greater efficiencies throughout the services being provided and continue reviewing the effectiveness of our various work programmes to ensure the public gain the maximum benefit from the significant investment that the Town Council is responsible for in Tralee. The Town Council continues to provide the lead in the provision of tourism infrastructure in the town and proposes to make a significant contribution to the marketing of the town in 2014.

I wish to thank the Mayor and the Members of the Council for their co-operation throughout the year and in particular, for your advice and assistance, at the pre-budget meeting. The proactive approach of this and previous Councils has positioned Tralee favourably to withstand the current economic difficulties and to take advantage of the future upturn in the economy.

I wish to thank all the Staff of the Town Council for the valuable contribution they made during 2013 in ensuring the work programmes, set out at the beginning of the year, were completed as far as resources allowed. I also wish to acknowledge the co-operation received from staff in implementing revised work schedules and taking on extra areas of responsibility due to a reduction in overall staff numbers.

A special thanks to all Staff involved in the preparation of this Budget and in particular to John McCarthy and his staff for their diligence in producing the draft budget in a difficult financial climate.

Considerable effort has been made in this budgetary process to ensure that the resources of the Council are protected while at the same time ensuring that the budget provisions make a significant effort to boost the local economy, maintain jobs and position the town to play its part in the economic recovery of the region.

Mr. Mayor and Members of the Council, I now recommend that you adopt this Budget and pass the necessary resolutions accordingly.

***M.McMahon,
Town Manager.***



Capital Works Programme 2014 to 2016

The following contains a proposed Capital Works Programme for Tralee Town Council for the period 2014-2016. The works beyond Q2 2014, will be under the remit of the new Tralee Municipal Authority and will be determined by the new Local Authority structure to be in place by June 2014.

With the establishment of Irish Water, the Water and Wasterwater rolling programmes will be a matter for that new entity going forward, and for the first time are not included in a 3 year rolling programme. A multi annual programme of infrastructural works will no doubt still be required for Water and Wastewater, but these will not be under the remit of the (new) Municipal Authority.

As with the nature of rolling programmes, this 3 year programme will be monitored and reviewed in light of available development contributions, exchequer roads grants , housing grants, Mitchel's Regeneration funding, and any other grants (ie SEAI, etc) that may become available in this period.

The following therefore is a brief estimate of the projected capital expenditure for period 2014 to 2016, along with list of proposed works under the various infrastructural programme headings.

The housing capital budget is almost entirely dependent on the Mitchels Regeneration Project allocation received from the exchequer and while this programme has a huge level of expenditure and investment, these figures may have to be revised downwards on notification of this allocation over the programme duration.

Projected capital expenditure for period 2014 to 2016

Programme	Period	Value
Roads	2014 – 2016	€2,455,000
Recreation and Amenity	2014 – 2016	€975,000
Housing	2014 – 2016	€17,630,000

Total €21,060,000

CAPITAL WORKS PROGRAMME -- ROADS

2014 – 2016

REF	PROJECT	2014	2015	2016	TOTAL
Rd 1	Dev Contrib Road/Town Centre	155,000	100,000	100,000	355,000
Rd 2	New Lighting (Revenue)	- 30,000	50,000	50,000	100,000
Rd 3	Traffic Management Plan	1,000,000	500,000	500,000	2,000,000
	TOTAL	1,185,000	650,000	650,000	2,455,000

CAPITAL WORKS PROGRAMME -- Recreation and Amenity

2014 – 2016

REF	PROJECT	2014	2015	2016	TOTAL
Env 01	Landscape Rock St/Mounthawk Walkway	30,000	-	-	30,000
Env 02	Rackett Lane (Roads)	-	35,000	20,000	55,000
Env 03	Walkway at rear of Casements Ave	30,000	60,000	60,000	150,000
Env 04	Big River Channel & Walkway	25,000	20,000	15,000	60,000
Env 05	Pedestrian Entrance to Park at Denny Street	75,000	-	-	75,000
Env 06	New Entrance to Park at Ivy Terrace	design	50,000	50,000	100,000
Env 07	Town Park Footpaths	20,000	20,000	20,000	60,000
Env 09	High Street Junction Landscaping	20,000	-	-	20,000
Env 10	Parkland Castlemaine Rd	30,000	-	-	30,000
Env 11	Park Glenard	20,000	10,000	-	30,000
Env 12	Park Muing	-	-	20,000	20,000
Env 13	Park Ragoonane	-	20,000	25,000	45,000
Env 14	Envoirment Works Brandon Car Park	30,500	-	-	30,500
Env 15	Estate Enhancement (Revenue)				
	Casement's Avenue	10,000	10,000	10,000	30,000
	Rathoraig	10,000	10,000	10,000	30,000
Env 16	Wetlands -Env. Enhancement Works	15,000	10,000	10,000	35,000
	-Climbing Wall	90,000	-	-	90,000
Env 17	Kileen Wood Development Plan	-	25,000	25,000	50,000
Env 18	Allotments Shanakill	15,000	5,000	-	20,000
Env 19	Allotments Gallows fields	-	10,000	5,000	15,000
Env 20	Trees	15,000	15,000	15,000	45,000
Env 21	Windmill - upgrade displays	50,000	25,000	25,000	100,000
	TOTAL	435,000	270,000	270,000	975,000

CAPITAL WORKS PROGRAMME -- HOUSING

2014 – 2016

REF	PROJECT	2014	2015	2016	TOTAL
	<u>Mitchels/Boherbee Regeneration/SHIP</u>				
1	Env Works Phase 1a Mitchels Ave/Court	1,300,000	-		1,300,000
2	Env Works Phase 1b Hawley Park	1,500,000	1,000,000	-	2,500,000
3	Heat Plant No.2	1,000,000	1,000,000	-	2,000,000
4	Env Works Phase 1c Mitchels Rd etc Env.Works + Traffic Calming	-	1,000,000	-	1,000,000
5	Minor Sundry Works and Social Projects	150,000	150,000	150,000	450,000
6	Integrated Services Building Building Const. (Pobal, Credit Union)	500,000	-	-	500,000
7	Boxing Club and Other Community Facilities		600,000		600,000
8	Voluntary housing 30 units		1,500,000	2,000,000	3,500,000
	<i>Sub Total</i>	4,450,000	5,250,000	2,150,000	11,850,000
	<u>Soc. Hous. Inv. Prog. (SHIP)</u>				
	28/29 Urban Tce	330,000			330,000
1	New Crescent Housing		1,500,000	500,000	2,000,000
10	Clonmore Road housing Development		300,000	300,000	600,000
9	Mitchels Road Housing Development		500,000	1,000,000	1,500,000
8	<i>Sub Total</i>	330,000	2,300,000	1,800,000	4,430,000
	<u>Upgrading of Existing units</u>				
	Retrofit Voids	200,000	200,000	200,000	600,000
1	Planned Maintenance • Windows/Doors replacement and Fabric Upgrades	250,000	250,000	250,000	750,000
2	<i>Sub Total</i>	450,000	450,000	450,000	1,350,000
	TOTAL	5,230,000	8,000,000	4,400,000	17,630,000

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TABLE A - CALCULATION OF ANNUAL RATE ON VALUATION						
Summary by Service Division	Summary per Table A 2014					
	Expenditure	Income	Budget Net Expenditure 2014		Estimated Net Expenditure Outturn 2013 (as restated)	
	€	€	€	%	€	%
Gross Revenue Expenditure & Income						
Housing and Building	2,746,754	2,931,313	-184,559	-3%	-189,605	-2%
Road Transport & Safety	2,677,067	1,972,104	704,963	10%	600,163	7%
Water Services	1,009,895	926,699	83,196	1%	2,584,663	28%
Development Management	943,548	171,280	772,268	11%	952,547	10%
Environmental Services	875,941	197,043	678,898	10%	699,566	8%
Recreation and Amenity	1,576,353	199,714	1,376,639	19%	1,418,837	16%
Agriculture, Education, Health & Welfare	21,827	5,500	16,327	0%	15,468	0%
Miscellaneous Services	4,160,403	535,932	3,624,471	51%	3,041,985	33%
	14,011,788	6,939,585	7,072,203	100%	9,123,624	100%
+ County Charge						
- County Charge			3,008,838			
Provision for Debit Balance						
Adjusted Gross Expenditure & Income (A)	14,011,788	6,939,585	10,081,041		9,123,624	
Financed by Other Income/Credit Balances						
Provision for Credit Balance						
Local Government Fund /General Purpose Grant		112,426	112,426			
Pension Related Deduction		265,000	265,000			
Sub - Total (B)			377,426		9,123,624	
Amount of Rates to be Levied C=(A-B)			9,703,615			
Net Effective Valuation D			121,447			
General Annual Rate on Valuation C/D			79.90			

Table B Expenditure & Income for 2014 and Estimated Outturn for 2013									
2013									
2014									
Division & Services		Expenditure			Income			Income	
		Adopted by Council	Estimated by Manager	Adopted by Council	Estimated by Manager	Adopted by Council	Estimated Outturn	Adopted by Council	Estimated Outturn
		€	€	€	€	€	€	€	€
Housing and Building									
Code									
A01	Maintenance/Improvement of LA Housing Units	1,298,848	1,298,848	2,539,418	2,619,338	1,231,554	1,239,781	2,514,510	2,514,510
A02	Housing Assessment, Allocation and Transfer	184,063	184,063	6,467	6,467	181,968	180,562	6,023	6,023
A03	Housing Rent and Tenant Purchase Administration	404,608	408,130	11,293	11,293	401,814	399,641	10,613	10,613
A04	Housing Community Development Support	230,304	230,304	4,196	4,196	234,464	229,359	4,229	4,229
A05	Administration of Homeless Service	65,991	65,991	0	0	69,915	69,311	0	0
A06	Support to Housing Capital Prog.	217,341	217,341	19,338	19,338	208,290	204,231	19,215	19,215
A08	Housing Loans	345,600	345,600	342,600	342,600	14,100	50,100	0	0
A11	Agency & Recoupable Services	0	0	8,000	8,000	0	0	10,000	8,000
Service Division Total		2,746,755	2,750,277	2,931,312	3,011,232	2,342,105	2,372,985	2,564,590	2,562,590
Road Transport & Safety									
Code									
B04	Local Road - Maintenance and Improvement	1,525,200	1,525,200	371,758	338,758	1,560,461	1,428,317	413,699	340,699
B05	Public Lighting	442,101	442,101	0	0	406,774	388,988	0	0
B07	Road Safety Engineering Improvement	18,441	18,441	341	341	17,478	17,172	128	128
B08	Road Safety Promotion/Education	62,713	62,713	0	0	66,405	65,273	0	0
B09	Car Parking	592,774	596,296	1,582,453	1,582,453	607,534	608,602	1,687,502	1,582,502
B10	Support to Roads Capital Prog.	29,447	29,447	2,252	2,252	29,074	27,445	1,573	1,573
B11	Agency & Recoupable Services	6,391	6,391	15,300	15,300	6,682	4,568	15,300	15,300
Service Division Total		2,677,067	2,680,589	1,972,104	1,939,104	2,694,408	2,540,365	2,118,202	1,940,202

Table B		Expenditure & Income for 2014 and Estimated Outturn for 2013									
		2014					2013				
		Expenditure		Income		Division & Services	Expenditure		Income		
		Adopted by Council	Estimated by Manager	Adopted by Council	Estimated by Manager		Adopted by Council	Estimated Outturn	Adopted by Council	Estimated Outturn	
		€	€	€	€		€	€	€	€	
Water Services											
Code											
C01	Water Supply	490,069	490,069	11,092	11,092		2,275,080	2,284,14	745,878	755,878	
C02	Waste Water Treatment	282,692	282,692	8,372	8,372		1,209,272	1,203,34	347,738	388,738	
C03	Collection of Water and Waste Water Charges	109,732	109,732	3,328	3,328		116,346	124,75	2,896	2,896	
C04	Public Conveniences	85,028	85,028	1,832	1,832		86,268	85,71	2,080	2,080	
C06	Support to Water Capital Programme	41,962	41,962	5,869	5,869		24,266	29,14	1,526	1,526	
C07	Agency & Recoupable Services	409	409	896,202	896,202		0	19,286	15,600	10,600	
	Service Division Total	1,009,892	1,009,892	926,699	926,699		3,711,232	3,746,38	1,115,718	1,161,718	
Development Management											
Code											
D01	Forward Planning	19,785	19,785	1,597	1,597		41,422	43,84	1,747	1,747	
D02	Development Management	215,743	222,787	31,944	31,944		264,507	271,86	39,092	34,092	
D03	Enforcement	70,758	91,890	2,299	2,299		97,680	100,15	2,854	2,854	
D04	Industrial and Commercial Facilities	30,711	30,711	929	929		30,237	39,46	465	465	
D05	Tourism Development and Promotion	336,019	336,019	62,362	62,362		302,156	360,57	27,038	62,038	
D06	Community and Enterprise Function	43,000	43,000	0	0		42,330	36,44	0	0	
D09	Economic Development and Promotion	136,257	136,257	2,148	2,148		168,019	155,08	1,543	1,543	
D10	Property Management	91,274	91,274	70,000	70,000		119,604	117,85	70,000	70,000	
	Service Division Total	943,548	971,724	171,280	171,280		1,065,943	1,125,286	142,739	172,739	

Table B Expenditure & Income for 2014 and Estimated Outturn for 2013										
Division & Services		2014					2013			
		Expenditure		Income			Expenditure		Income	
		Adopted by Council	Estimated by Manager	Adopted by Council	Estimated by Manager		Adopted by Council	Estimated Outturn	Adopted by Council	Estimated Outturn
		€	€	€	€		€	€	€	€
Environmental Services										
Code										
E05	Litter Management	77,849	77,849	3,009	3,009		79,680	78,141	12,146	2,446
E06	Street Cleaning	677,576	677,576	142,038	142,038		665,977	694,927	141,054	144,054
E09	Maintenance of Burial Grounds	84,274	84,274	50,943	50,943		83,113	83,155	51,814	48,814
E10	Safety of Structures and Places	36,242	36,242	1,054	1,054		41,203	40,110	1,453	1,453
Service Division Total		875,941	875,941	197,044	197,044		869,973	896,333	206,467	196,767
Recreation & Amenity										
Code										
F01	Leisure Facilities Operations	55,000	55,000	0	0		56,700	56,700	0	0
F03	Outdoor Leisure Areas Operations	855,670	855,670	19,497	19,497		859,984	877,629	19,954	19,954
F04	Community Sport and Recreational Development	22,909	22,909	0	0		23,033	22,516	0	0
F05	Operation of Arts Programme	642,773	642,773	180,217	180,217		638,790	664,093	181,147	182,147
Service Division Total		1,576,352	1,576,352	199,714	199,714		1,578,509	1,620,938	201,107	202,107

Table B		Expenditure & Income for 2014 and Estimated Outturn for 2013									
		2014					2013				
Division & Services		Expenditure		Income			Expenditure		Income		
		Adopted by Council	Estimated by Manager	Adopted by Council	Estimated by Manager		Adopted by Council	Estimated Outturn	Adopted by Council	Estimated Outturn	
	Code	€	€	€	€		€	€	€	€	
Agriculture, Education, Health & Welfare											
	G04	3,000	3,000								
	G05	18,827	18,827	5,500	5,500		3,070	674			
							20,357	20,294	5,500	5,500	
	Service Division Total	21,827	21,827	5,500	5,500		23,433	20,968	5,500	5,500	
Miscellaneous Services											
	H03	3,859,594	3,859,594	4,029	4,029		3,858,472	3,854,810	3,842	3,842	
	H07	25,280	25,280	46,649	46,649		35,303	30,443	34,634	14,634	
	H09	244,482	244,482	114,554	114,554		244,990	216,063	1,603	1,603	
	H11	31,040	31,040	370,700	359,000		5,654	5,452	912,000	1,044,700	
	Service Division Total	4,160,401	4,160,401	535,932	524,232		4,144,422	4,106,768	952,083	1,064,781	
	OVERALL TOTAL	14,011,788	14,047,008	6,939,585	6,974,805		16,430,025	16,430,025	7,306,400	7,306,400	

Table D	
ANALYSIS OF BUDGET 2014 INCOME FROM GOODS AND SERVICES	
Source of Income	2014 €
Rents from Houses	2,497,080
Parking Fines/Charges	1,570,000
Irish Water	896,205
Planning Fees	25,000
Sale/leasing of other property / Industrial Sites	70,000
Local Authority Contributions	269,000
Superannuation	190,000
NPPR	61,700
Misc. (Detail)	1,007,100
TOTAL	6,586,085

Table E	
ANALYSIS OF BUDGET INCOME 2014 FROM GRANTS AND SUBSIDIES	
	2014 €
Department of the Environment, Community and Local Government	
Housing and Building	26,000
	26,000
Other Departments and Bodies	
NRA	322,000
Other	5,500
	327,500
Total Grants & Subsidies	353,500

**Table F Comprises Expenditure and Income by
Division to Sub-Service Level**

HOUSING AND BUILDING					
Code	Expenditure by Service and Sub-Service	2014		2013	
		Adopted by Council	Estimated by Manager	Adopted by Council	Estimated Outturn
		€	€	€	€
A0101	Maintenance of LA Housing Units	762,000	762,000	762,000	777,600
A0102	Maintenance of Traveller Accommodation Units	19,000	19,000	19,000	18,000
A0103	Traveller Accommodation Management	11,000	11,000	11,000	10,500
A0104	Estate Maintenance	12,000	12,000	12,000	10,000
A0199	Service Support Costs	494,848	494,848	427,554	423,681
	Maintenance/Improvement of LA Housing	1,298,848	1,298,848	1,231,554	1,239,781
A0201	Assessment of Housing Needs, Allocs. & Trans.	140,000	140,000	142,400	142,200
A0299	Service Support Costs	44,063	44,063	39,568	38,362
	Housing Assessment, Allocation and Transfer	184,063	184,063	181,968	180,562
A0301	Debt Management & Rent Assessment	321,778	325,300	326,800	327,200
A0399	Service Support Costs	82,830	82,830	75,014	72,441
	Housing Rent and Tenant Purchase Administration	404,608	408,130	401,814	399,641
A0401	Housing Estate Management	97,100	97,100	88,100	89,800
A0402	Tenancy Management	101,000	101,000	108,900	103,200
A0499	Service Support Costs	32,204	32,204	37,464	36,359
	Housing Community Development Support	230,304	230,304	234,464	229,359
A0501	Homeless Grants Other Bodies	40,000	40,000	40,000	40,000
A0599	Service Support Costs	25,991	25,991	29,915	29,311
	Administration of Homeless Service	65,991	65,991	69,915	69,311
A0601	Technical and Administrative Support	103,000	103,000	89,600	89,300
A0699	Service Support Costs	114,341	114,341	118,690	114,931
	Support to Housing Capital Prog.	217,341	217,341	208,290	204,231
A0801	Loan Interest and Other Charges	345,600	345,600	14,100	50,000
	Housing Loans	345,600	345,600	14,100	50,100
	Service Division Total	2,746,755	2,750,277	2,342,105	2,372,985

HOUSING AND BUILDING				
	2014		2013	
Income by Source	Adopted by Council	Estimated by Manager	Adopted by Council	Estimated Outturn
	€	€	€	€
Government Grants & Subsidies				
Environment, Community and Local Government	26,000	26,000	26,000	26,000
Total Grants & Subsidies (a)	26,000	26,000	26,000	26,000
Goods and Services				
Rents from houses	2,497,080	2,577,000	2,470,000	2,470,000
Superannuation	57,633	57,633	58,591	58,590
Other income	350,600	350,600	10,000	8,000
Total Goods and Services (b)	2,905,313	2,985,233	2,538,591	2,536,590
Total Income c=(a+b)	2,931,313	3,011,233	2,564,591	2,562,590

ROAD TRANSPORT & SAFETY					
Code	Expenditure by Service and Sub-Service	2014		2013	
		Adopted by Council	Estimated by Manager	Adopted by Council	Estimated Outturn
		€	€	€	€
B0402	Local Rd Surface Rest/Road Reconstruction/Overlay	387,000	387,000	460,000	332,100
B0405	Local Roads General Maintenance Works	424,300	424,300	385,300	385,100
B0406	Local Roads General Improvement Works	62,300	62,300	62,300	61,100
B0499	Service Support Costs	651,600	651,600	652,861	650,017
	Local Road - Maintenance and Improvement	1,525,200	1,525,200	1,560,461	1,428,317
B0501	Public Lighting Operating Costs	396,000	396,000	396,000	378,600
B0502	Public Lighting Improvement	30,000	30,000	0	0
B0599	Service Support Costs	16,101	16,101	10,774	10,388
	Public Lighting	442,101	442,101	406,774	388,988
B0702	Other Engineering Improvements	17,000	17,000	17,000	16,700
B0799	Service Support Costs	1,441	1,441	478	472
	Road Safety Engineering Improvements	18,441	18,441	17,478	17,172
B0801	School Wardens	59,800	59,800	60,800	59,800
B0899	Service Support Costs	2,913	2,913	5,605	5,473
	Road Safety Promotion/Education	62,713	62,713	66,405	65,273
B0901	Maintenance and Management of Car Parks	91,900	91,900	93,300	79,900
B0902	Operation of Street Parking	113,500	113,500	89,800	117,200
B0903	Parking Enforcement	306,978	310,500	350,400	339,500
B0999	Service Support Costs	80,396	80,396	74,034	72,002
	Car Parking	592,774	596,296	607,534	608,602
B1001	Administration of Roads Capital Programme	19,400	19,400	20,900	19,500
B1099	Service Support Costs	10,047	10,047	8,174	7,945
	Support to Roads Capital Programme	29,447	29,447	29,074	27,445
B1101	Agency & Recoupable Service	6,300	6,300	6,300	4,200
B1199	Service Support Costs	91	91	382	368
	Agency & Recoupable Services	6,391	6,391	6,682	4,568
	Service Division Total	2,677,067	2,680,589	2,694,408	2,540,365

ROAD TRANSPORT & SAFETY				
	2014		2013	
Income by Source	Adopted by Council	Estimated by Manager	Adopted by Council	Estimated Outturn
	€	€	€	€
Government Grants				
NRA	322,000	322,000	395,000	322,000
Total Grants & Subsidies (a)	322,000	322,000	395,000	322,000
Goods and Services				
Parking Fines & Charges	1,570,000	1,570,000	1,675,000	1,570,000
Superannuation	31,804	31,804	32,902	32,902
Other income	48,300	15,300	15,300	15,300
Total Goods and Services (b)	1,650,104	1,617,104	1,723,202	1,618,202
Total Income c=(a+b)	1,972,104	1,939,104	2,118,202	1,940,202

WATER SERVICES					
Code	Expenditure by Service and Sub-Service	2014		2013	
		Adopted by Council	Estimated by Manager	Adopted by Council	Estimated Outturn
		€	€	€	€
C0101	Water Plants & Networks	342,500	342,500	2,114,400	2,125,500
C0199	Service Support Costs	147,569	147,569	160,680	158,641
	Water Supply	490,069	490,069	2,275,080	2,284,141
C0201	Waste Plants and Networks	175,700	175,700	1,077,800	1,073,500
C0299	Service Support Costs	106,992	106,992	131,472	129,844
	Waste Water Treatment	282,692	282,692	1,209,272	1,203,344
C0301	Debt Management Water and Waste Water	86,400	86,400	95,600	104,700
C0399	Service Support Costs	23,335	23,335	20,746	20,052
	Collection of Water and Waste Water Charges	109,735	109,735	116,346	124,752
C0401	Operation and Maintenance of Public Conveniences	76,000	76,000	76,300	75,900
C0499	Service Support Costs	9,028	9,028	9,968	9,811
	Public Conveniences	85,028	85,028	86,268	85,711
C0601	Technical Design and Supervision	17,300	17,300	16,200	21,300
C0699	Service Support Costs	24,662	24,662	8,066	7,847
	Support to Water Capital Programme	41,962	41,962	24,266	29,147
C0799	Service Support Costs	409	409	0	19,286
	Agency & Recoupable Services	409	409	0	19,286
	Service Division Total	1,009,895	1,009,895	3,711,232	3,746,381

WATER SERVICES				
	2014		2013	
Income by Source	Adopted by Council	Estimated by Manager	Adopted by Council	Estimated Outturn
	€	€	€	€
Government Grants				
Irish Water	896,205	896,205	0	0
Commercial Water	0	0	730,000	740,000
Commercial Waste Water	0	0	340,000	381,000
Superannuation	30,494	30,494	30,117	30,118
Other income	0	0	15,600	10,600
Total Goods and Services (b)	926,699	926,699	1,115,717	1,161,718
Total Income c=(a+b)	926,699	926,699	1,115,717	1,161,718

DEVELOPMENT MANAGEMENT					
Code	Expenditure by Service and Sub-Service	2014		2013	
		Adopted by Council	Estimated by Manager	Adopted by Council	Estimated Outturn
		€	€	€	€
D0101	Statutory Plans and Policy	10,200	10,200	31,600	34,300
D0199	Service Support Costs	9,585	9,585	9,822	9,542
	Forward Planning	19,785	19,785	41,422	43,842
D0201	Planning Control	165,256	172,300	202,200	211,600
D0299	Service Support Costs	50,487	50,487	62,301	60,265
	Development Management	215,743	222,787	264,501	271,865
D0301	Enforcement Costs	54,668	75,800	78,800	81,900
D0399	Service Support Costs	16,090	16,090	18,880	18,259
	Enforcement	70,758	91,890	97,680	100,159
D0401	Industrial Sites Operations	27,000	27,000	27,000	36,300
D0499	Service Support Costs	3,711	3,711	3,231	3,161
	Industrial and Commercial Facilities	30,711	30,711	30,231	39,461
D0501	Tourism Promotion	77,700	77,700	93,400	94,800
D0502	Tourist Facilities Operations	239,600	239,600	186,600	244,000
D0599	Service Support Costs	18,719	18,719	22,156	21,777
	Tourism Development and Promotion	336,019	336,019	302,156	360,577
D0602	RAPID Costs	40,000	40,000	40,000	34,200
D0603	Social Inclusion	1,000	1,000	0	0
D0699	Service Support Costs	2,001	2,001	2,330	2,247
	Community and Enterprise Function	43,001	43,001	42,330	36,447
D0905	Economic Development & Promotion	119,500	119,500	156,800	144,200
D0999	Service Support Costs	16,757	16,757	11,219	10,884
	Economic Development and Promotion	136,257	136,257	168,019	155,084
D1001	Property Management Costs	90,000	90,000	90,000	88,300
D1099	Service Support Costs	1,274	1,274	29,604	29,551
	Property Management	91,274	91,274	119,604	117,851
	Service Division Total	943,548	971,724	1,065,943	1,125,286

DEVELOPMENT MANAGEMENT				
	2014		2013	
Income by Source	Adopted by Council	Estimated by Manager	Adopted by Council	Estimated Outturn
	€	€	€	€
Government Grants				
Planning Fees	25,000	25,000	30,000	25,000
Sale/Leasing of other property/Industrial Sites	70,000	70,000	70,000	70,000
Superannuation	16,280	16,280	17,739	17,739
Local Authority Contributions	60,000	60,000	25,000	60,000
Total Goods and Services (b)	171,280	171,280	142,739	172,739
Total Income c=(a+b)	171,280	171,280	142,739	172,739

ENVIRONMENTAL SERVICES					
Code	Expenditure by Service and Sub-Service	2014		2013	
		Adopted by Council	Estimated by Manager	Adopted by Council	Estimated Outturn
		€	€	€	€
E0501	Litter Warden Service	62,500	62,500	62,700	61,400
E0599	Service Support Costs	15,349	15,349	16,980	16,741
	Litter Management	77,849	77,849	79,680	78,141
E0601	Operation of Street Cleaning Service	561,800	561,800	551,000	581,200
E0699	Service Support Costs	115,776	115,776	114,977	113,727
	Street Cleaning	677,576	677,576	665,977	694,927
E0901	Maintenance of Burial Grounds	74,400	74,400	74,400	74,600
E0999	Service Support Costs	9,874	9,874	8,713	8,555
	Maintenance and Upkeep of Burial Grounds	84,274	84,274	83,113	83,155
E1004	Derelict Sites	27,300	27,300	30,900	30,100
E1005	Water Safety Operation	1,500	1,500	1,500	1,500
E1099	Service Support Costs	7,442	7,442	8,803	8,510
	Safety of Structures and Places	36,242	36,242	41,203	40,110
	Service Division Total	875,941	875,941	869,973	896,333

ENVIRONMENTAL SERVICES				
	2014		2013	
Income by Source	Adopted by Council	Estimated by Manager	Adopted by Council	Estimated Outturn
	€	€	€	€
Government Grants				
Superannuation	18,043	18,043	17,467	17,467
Local Authority Contributions	149,000	149,000	149,000	149,000
Other income	30,000	30,000	40,000	30,300
Total Goods and Services (b)	197,043	197,043	206,467	196,767
Total Income c=(a+b)	197,043	197,043	206,467	196,767

RECREATION & AMENITY

Code	Expenditure by Service and Sub-Service	2014		2013	
		Adopted by Council	Estimated by Manager	Adopted by Council	Estimated Outturn
		€	€	€	€
F0103	Contribution to External Bodies Leisure Facilities	55,000	55,000	56,700	56,700
	Leisure Facilities Operations	55,000	55,000	56,700	56,700
F0301	Parks, Pitches & Open Spaces	673,200	673,200	673,200	693,400
F0399	Service Support Costs	182,470	182,470	186,784	184,229
	Outdoor Leisure Areas Operations	855,670	855,670	859,984	877,629
F0401	Community Grants	22,500	22,500	20,000	22,000
F0404	Recreational Development	0	0	2,500	0
F0499	Service Support Costs	409	409	535	516
	Community Sport and Recreational Development	22,909	22,909	23,035	22,516
F0501	Administration of the Arts Programme	8,500	8,500	8,500	8,500
F0502	Contributions to other Bodies Arts Programme	7,000	7,000	7,000	7,000
F0503	Museums Operations	447,000	447,000	447,000	445,000
F0505	Festivals & Concerts	103,400	103,400	99,400	129,400
F0599	Service Support Costs	76,873	76,873	76,890	74,193
	Operation of Arts Programme	642,773	642,773	638,790	664,093
	Service Division Total	1,576,352	1,576,352	1,578,509	1,620,938

RECREATION & AMENITY				
	2014		2013	
Income by Source	Adopted by Council	Estimated by Manager	Adopted by Council	Estimated Outturn
	€	€	€	€
Government Grants				
Superannuation	29,714	29,714	31,101	31,101
Local Authority Contributions	60,000	60,000	60,000	60,000
Other income	110,000	110,000	110,000	111,000
Total Goods and Services (b)	199,714	199,714	201,101	202,101
Total Income c=(a+b)	199,714	199,714	201,101	202,101

AGRICULTURE, EDUCATION, HEALTH & WELFARE					
Code	Expenditure by Service and Sub-Service	2014		2013	
		Adopted by Council	Estimated by Manager	Adopted by Council	Estimated Outturn
		€	€	€	€
G0405	Other Animal Welfare Services (incl Horse Control)	3,000	3,000	3,000	600
G0499	Service Support Costs	0	0	76	74
	Veterinary Service	3,000	3,000	3,076	674
G0505	Contribution to Education & Training Board	7,600	7,600	7,600	7,600
G0507	School Meals	11,000	11,000	11,000	11,000
G0599	Service Support Costs	227	227	1,757	1,694
	Educational Support Services	18,827	18,827	20,357	20,294
	Service Division Total	21,827	21,827	23,433	20,968

AGRICULTURE , EDUCATION, HEALTH & WELFARE				
	2014		2013	
Income by Source	Adopted by Council	Estimated by Manager	Adopted by Council	Estimated Outturn
	€	€	€	€
Government Grants				
Other	5,500	5,500	5,500	5,500
Total Grants & Subsidies (a)	5,500	5,500	5,500	5,500
Goods and Services				
Total Income c=(a+b)	5,500	5,500	5,500	5,500

MISCELLANEOUS SERVICES					
<u>Code</u>	Expenditure by Service and Sub-Service	2014		2013	
		Adopted by Council	Estimated by Manager	Adopted by Council	Estimated Outturn
		€	€	€	€
H0301	Administration of Rates Office	75,500	75,500	76,100	74,200
H0302	Debt Management Service Rates	91,600	91,600	91,800	91,200
H0303	Refunds and Irrecoverable Rates	3,653,556	3,653,556	3,653,434	3,653,434
H0399	Service Support Costs	38,939	38,939	37,141	35,976
	Administration of Rates	3,859,595	3,859,595	3,858,475	3,854,810
H0702	Casual Trading Areas	9,700	9,700	9,700	9,500
H0799	Service Support Costs	15,586	15,586	25,603	20,943
	Operation of Markets and Casual Trading	25,286	25,286	35,303	30,443
H0901	Representational Payments	31,400	31,400	75,300	75,200
H0902	Chair/Vice Chair Allowances	5,300	5,300	12,740	12,740
H0903	Annual Allowances LA Members	15,300	15,300	36,650	36,650
H0904	Expenses LA Members	13,500	13,500	32,500	12,000
H0905	Other Expenses	18,000	18,000	22,200	13,700
H0907	Retirement Gratuities	113,200	113,200	0	0
H0908	Contribution to Members Associations	0	0	7,500	10,200
H0999	Service Support Costs	47,782	47,782	58,100	55,573
	Local Representation/Civic Leadership	244,482	244,482	244,990	216,063
H1102	NPPR	10,800	10,800	0	0
H1199	Service Support Costs	20,240	20,240	5,654	5,452
	Agency & Recoupable Services	31,040	31,040	5,654	5,452
	Service Division Total	4,160,403	4,160,403	4,144,422	4,106,768

MISCELLANEOUS SERVICES				
	2014		2013	
Income by Source	Adopted by Council	Estimated by Manager	Adopted by Council	Estimated Outturn
	€	€	€	€
Government Grants				
Superannuation	6,032	6,032	6,083	6,083
NPPR	61,700	50,000	557,000	700,000
Other income	468,200	468,200	389,000	358,700
Total Goods and Services (b)	535,932	524,232	952,083	1,064,783
Total Income c=(a+b)	535,932	524,232	952,083	1,064,783

CERTIFICATE OF ADOPTION

I hereby certify that at the budget meeting of Council held this ... day of
....., 2... the Council by Resolution adopted for the financial year ending on the 31st day of
December, 2014 the budget set out in Tables *(A -F) and by Resolution determined in accordance with
the said budget the Rates set out in Tables *(B and C) to be the annual rate on valuation to be levied for
that year for the purposes set out in those Tables.

Signed

Cathaoirleach

Countersigned

*Manager/Secretary

Dated this day of....., 2...

* Delete as appropriate

APPENDIX 1	
Summary of Central Management Charge	
	2014 €
Corporate Affairs Overhead	174,342
Corporate Buildings Overhead	81,518
Finance Function Overhead	300,127
Human Resource Function	143,031
IT Services	14,000
Pension & Lump Sum Overhead	620,242
Total Expenditure Allocated to Services	1,333,260