



Roscommon County Council Profile Report

NOAC Report No. 81 – May 2026

Chair's Opening remarks



The National Oversight and Audit Commission (NOAC) is the national independent oversight body for the local government sector in Ireland and was established over a decade ago under the

Local Government Reform Act 2014.

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.

I began my tenure as Chair of NOAC in September 2018 and have continued the important work commenced by the previous NOAC Chair in reviewing the performance of the individual local authorities in Ireland.

These individual reviews, which are called the Scrutiny Process, allows NOAC to provide a comprehensive overview of the functioning of local authorities to the public, both positive and negative, and allows for exemplars of best practice to be identified and used to share with other local authorities.

The first cycle of the Scrutiny Process was completed in September 2024 with 32 reports being published over that period, which are freely available on the NOAC website.

Following the completion of the first round of the Scrutiny Process, the NOAC board and I decided to conduct a review of the system in place and build on the excellent and valuable work already undertaken.

This has resulted in a new Scrutiny Process, which I feel, allows for a more detailed analysis of the performance of local authorities, along with a more structured format similar to the Oireachtas Committees.

As part of laying the groundwork on the new process, NOAC prepared a protocol document of the new Scrutiny Process, which lays out how meetings and engagement with local authorities would function and this was agreed to by the County and City Management Association. NOAC also conducted a data protection impact assessment of the new process to ensure that GDPR and personal data rights are respected.

With that in mind, NOAC has decided to record the meetings that are uploaded to the NOAC website, along with a transcript. This allows meetings to be as open as possible and gives the public an even greater insight into the performance of their local authorities.

In terms of those meetings, I have been very impressed with the engagement we have received from local authorities. The Scrutiny Process is an excellent arena for the public to see how the local government sector works for them, highlighting the excellent work being carried out, as well as the challenges being faced.

Further, the process allows local authorities to see how they are performing on a national level, as well as providing the opportunity to view areas of good practice that they might adopt in their own localities, allowing for a virtuous cycle of improvement.

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 the welcome extended to NOAC in this process.



Michael McCarthy, Chair
6th May 2026

Background

A core function of NOAC is to review the individual performance of local authorities in accordance with its statutory functions under the Local Government Reform Act 2014. This key NOAC process began in February 2017 and NOAC completed its first cycle of this process with the publication of the last of its 32 reports in September 2024. This ended the first cycle of this process with all local authorities having been reviewed and those findings being published.

The first cycle involved a number of stages, which included a face-to-face meeting with the Chief Executive and some of the Management team of the local authority with the Chair of NOAC and the Secretariat, a meeting between the Chief Executive and some/all of the Management team of the local authority with the full NOAC board and the publication of a report (Scrutiny Report) on the NOAC website.

In preparation for the meetings and as part of these reports, NOAC drew up a comprehensive profile of that particular local authority.

This profile presented an analysis of data obtained from the various reports that NOAC had undertaken and other available information. The data collected is used to look at trends as well as to compare how local authorities are doing nationally.

This process allowed NOAC to provide a comprehensive overview of the functioning of local authorities to the public, both positive and negative. It allowed for exemplars of best practice to be identified and shared with other local authorities, as well as possibly being highlighted in the NOAC Annual Good Practice in Local Government Seminar.

Following the completion of the first round of the Scrutiny Process, the NOAC board decided to review the process in place and build on the excellent work carried out thus far. The result of this work is the new NOAC Scrutiny Process, which includes a more detailed analysis of the performance of each local authority and a more structured format similar to the Joint Oireachtas Committees.



(L-R Back Row): Anne Haugh, Miriam McDonald, Brian Cawley, Declan Breathnach (NOAC), Michael McCarthy (NOAC Chair), Margaret Lane, John Byrne and Noel Harrington (NOAC).

(L-R Front Row): Sean Mullarkey, Caitlin Conneely (Roscommon County Council), Shane Tiernan (Chief Executive, Roscommon County Council), Mark Keaveney and Chris Flynn (Roscommon County Council).

Further, the NOAC board decided to allow for a more open platform to enable greater access to the meetings between the NOAC board and the local authorities. This includes the recording of all meetings in the Scrutiny Process that are uploaded to the NOAC website, along with a transcript of the meetings.

The board also decided that it would provide further information on the process via the preparation of a report on each individual review, which is provided herein.

Recording and Transcript

The NOAC board met with the Chief Executive of Roscommon County Council, Shane Tiernan, along with a number of the Roscommon County Council Management Team on 17th February 2026 in the Custom House, Dublin.

A recording of the meeting, as well as a copy of the transcript, can be freely viewed by the public on the NOAC website at www.noac.ie with a copy of this report.

Other information

As part of the Scrutiny Process, NOAC has provided the below information regarding the meeting between Roscommon County Council and the NOAC board.

This includes:

- A profile document prepared by NOAC for the meeting with Roscommon County Council that contains information from NOAC reports and further information provided by Roscommon County Council,
- A copy of the invitation letter sent to Roscommon County Council, and
- A copy of the Chief Executive's opening statement provided to NOAC as part of the meeting.

Roscommon County Council

Profile Report

Background

The National Oversight and Audit Commission invited Roscommon County Council to attend a meeting in the Custom House, Dublin 1 on the 17th February 2026.

The purpose of the meeting is to review the individual performance of Roscommon County Council in accordance with NOAC's statutory functions.

As part of this process and as agreed with the NOAC board, the Secretariat has prepared this profile report using data collected from the NOAC Performance Indicator Reports and the past Scrutiny report of Roscommon County Council. It will use other sources of information such as NOAC's own reports including its Internal Audit report, Corporate Plan report and any other relevant available data.

The meeting is an opportunity to undertake a comprehensive review of the performance of Roscommon County Council. It also allows NOAC to compare Roscommon County Council's performance to that of other similar local authorities, as well as historical trends.

The meeting with NOAC will provide a picture to the public of where the local authority is performing well and where it may wish to improve its performance. By highlighting such issues, NOAC can encourage local authorities to strive to improve their performance or highlight to other local authorities where it is doing well, which in turn, can allow for collaboration on good practices.

Summary Performance Indicator Data

Below is a list of Performance Indicator data, which highlights key national indicators and standout items from the NOAC Performance Indicator Report 2024, as well as comparing national and historical trends.

- **Housing.** Roscommon County Council owned 1,481 social housing dwellings at the end of 2024 (H1) with a vacancy rate of only 2.09%. The national average is 2.75% across the sector. In comparison, in 2023, Roscommon County Council owned 1,445 social housing dwellings (H1) with 2.01% vacant, compared to a national average of 2.81% (H2). The cost expended on having dwellings re-tenanted averaged across all dwellings re-let was €14,668.76 (H3B) in 2024, the lowest amongst all local authorities. The average was €31,136.29. This figure compares to €14,134.07 for Roscommon in 2023.
- **Homelessness.** Roscommon's long term homeless adults' figures (H6) have increased significantly, at 46.15% in 2024, in comparison to 0% in 2023. The national average figure for 2024 is 59.43%.
- A new indicator, H7 Social Housing Retrofit, was introduced in 2024 for the 2023 Report. This ensures that the social housing stock is upgraded and will assist in meeting the carbon target for 2030. Roscommon had 7 completions in 2024, which was the second lowest nationally, compared to 38 completions in 2023.

- **Vacancies.** In 2024, the average time for rehousing in vacant properties in Roscommon (H3) was 14.59 weeks, which compares favourably to the national average of 35.56 weeks. In fact, Roscommon had the shortest average re-letting times for 2024.

In 2023, the average time for rehousing in vacant properties in Roscommon (H3) was 18.38 weeks, which was much lower than the national average of 33.72 weeks.

- New house building inspections were 13.97% (P1) in 2024 in Roscommon compared to the national average figure of 16.76%. In 2023 Roscommon's inspection rate was 15.19%.

The maintenance cost per unit was €1,230.31 (H4) in 2024 compared to €1,058 in 2023. For 2024, the national average maintenance cost amounted to €1,824.17.

- **Rented dwelling inspections.** The number of private rental inspections carried out in Roscommon increased from 535 in 2023 (H5) to 604 in 2024. The national mean rose from 1,626.97 in 2023 to 2,002.74 in 2024. The percentage of inspected dwellings in 2024 not compliant with the standard regulations in Roscommon was 68.71% and was the second lowest nationally.
- **Roads.** In terms of road condition, Roscommon had 29.27% of its local primary roads (R1b) having no defects, compared to a national average of 29%. Regarding its local secondary roads (R1c), 21.95% had no defects, which compares to the national average of 22.86%. 20.93% of Roscommon's tertiary roads had no defects. This compares to the national average of 21.11%.
- **Fire service.** In 2024 it took an average of 6:52 minutes to mobilise the Roscommon part time fire brigades for calls to fires, (F2) a reduction on the 6:20 minutes of 2023. In 2022 the average time taken was 7:02 minutes. In 2024, the average mobilisation times for the part time fire service across local authorities stood at 5:47 minutes.

Roscommon had a cost per capita for providing the fire service (F1) in 2024 of €39.48 (€38.52 in 2023), which was the third lowest in the country. This compares to a national average of €56.52 in 2024.

In the case of Roscommon, the percentage where the first fire tender attendance took longer than 20 minutes for fire incidents (F3) was 33.33% for 2024, far higher than the figure of 17.58% in 2023.

For all other emergency incidents in 2024, the percentage where first attendance took longer than 20 minutes was 13.12%.

- **Libraries.** Roscommon had 1.44 library visits per head of population in 2024 (L1a), far below the national average of 3.0. This was a slight increase over Roscommon's 2023 figure, which stood at 1.36 visits. However, Roscommon has had the lowest figure for library visits per head of population for several years. The report noted that some local authorities noted that offsite events and outreach, which are carried out, are not recorded in this indicator.
- Roscommon also recorded 207,343 items (L1b) issued to library borrowers in 2024, a 58.1% increase on the 131,145 items borrowed in 2023. This was the largest increase over the period amongst all local authorities.
- **Job creation.** 2,459 jobs (J1) were created nationally in 2024 with the assistance of the Local Enterprise Offices, a substantial increase on the 2,131 jobs created in 2023. Roscommon created 129.52 jobs in 2024, per 100,000 population, with the assistance of the Local Enterprise Office. This represents a large increase from the 37.01 jobs it created in 2023.
- **Jobs.** Roscommon had the third highest number of jobs created in the country with assistance from the LEOs in 2024 (129.52).
- **Motor tax.** Roscommon had the lowest percentage of motor tax transactions completed online at 73.30%, very similar to the 73.91% in 2023 and 75.60% in 2022.
- **Sick leave.** Roscommon's medically certified sick leave rate was 3.76% (C2) (compared to 3.19% in 2023), making it one of the local authorities which did not meet the public sector sick leave target of 3.5%. The national average for 2024 was 3.71%. Roscommon's self-certified sick leave rate was 0.29% in 2024, compared to the national average of 0.34%.

- Technology & Social media.** The per capita total page views of Roscommon's websites (C3A) in 2024 was 2.24, which compares to an average of 12.65 across all local authorities. Roscommon's figure represents the lowest amongst all local authorities. The per capita total page views of Roscommon's websites in 2023 was 0.89, which compares to an average of 13.36 across all local authorities. Roscommon also had the second lowest per capita followers on social media nationally. Roscommon did note that it had an issue in changing cookie platforms during 2024 that effected the figures.

Roscommon had the third highest cost percentage of revenue expenditure on ICT in the country

- Pollution.** The total sum of pollution cases in respect of which a complaint was made (E2A) as of 31/12/2024 was 174, compared to the average figure of 216 across the sector.
- Public liability.** In 2024 Roscommon had a cost of settled claims per capita of €9.16 (M3), while the national average is €13.74. This is a reasonable increase from the €7.10 cost in 2023.
- The percentage of households availing of the 3 bin service (E1) was 44% in 2024, compared to 85.97% in 2023. The national average figure was 70.16% in 2024.

- Planning.** Roscommon had 22 planning appeals to An Bord Pleanála (P2) in 2024. 81.82% of its decisions were confirmed by Roscommon, with or without modifications.
- For overheads (M4), data has been collected by NOAC since 2020. The overall Central Management Charge (CMC) as a percentage (%) of total expenditure on revenue account decreased to 11.67% in 2024, down from 12.35% in 2023. Roscommon had the highest Central Management Charge as percentage of total expenditure (M4A) in the country at 16.58%

From records, it is clear that commercial rate collections have climbed steadily over the years. There was a large drop in 2020, but rates climbed again, reaching 92% in 2024, above the national collection rate of 90.4%.

Rent collections have dropped slightly over the period, finishing at 89% in 2024. This is above the national average, which stands at 87.4% for 2024.

Housing loans have improved strongly over the years, climbing from 55% in 2018 to 89% in 2024, just below the national average of 87.5% in 2024.

Collection Rates

	2024	2023	2022	2021	2020	2019	2018
Commercial Rate collection rates	92%	88%	89%	89%	68%	89%	86%
Rent collection rates	89%	90%	91%	93%	93%	91%	92%
Housing loan collection rates	89%	75%	71%	65%	62%	76%	55%

Roscommon County Council General Information

Below is general information provided by Roscommon County Council covering a list of relevant topics and issues.

Local Authority	Roscommon County Council
Population	70,259 (According to the 2022 CSO Census) – Marking a 9% increase on previous census.
Area	2,548 square kilometres.
Municipal Districts	Three Municipal Districts – Athlone, Boyle, Roscommon, each with six Elected Members supported by a Director of Service and a Municipal District Co Ordinator.
2026 Budget	€86 million.
Number employed @ 31/12/2025	459 (excl Non DOE & Fire) is the actual headcount at 31st December 2025. The WTE was 439.88.
WTE Staff per 1,000 population	6.53 WTE per 1,000 population.
% of paid working days lost to medically certified sick leave	% of working days lost to paid sickness absence (certified) 3.76%. Note this figure represents 2024. The 2025 figure will be prepared once end-of-year processing is finalised on the time and attendance system.
Housing Information @ 31/12/25	
Local Authority Stock number	1,481 Local Authority Houses (31/12/2025).
Number currently on waiting list	331 Applicants (excluding transfers) on the approved housing list at end of Q4, 2025. 724 Applicants (including transfers).
HAP Tenancies	308 in receipt of HAP as of 31st December 2025.
Homeless presentations	193 Homeless presentations in 2025.
Any specific housing issues	Staff turnover. Availability of land to purchase in areas of greatest need. Infrastructure such as water, wastewater, electricity and connections timelines. Land owners/developers not developing land particularly in the north of the County. They will only progress with the security of LA backing. As a result, lack of new housing for first time buyers. Increasing costs of materials and maintenance and lack of contractors willing to do maintenance works.

Short Information Paragraph	
Council Mission Statement	<p>Making Roscommon a welcoming, sustainable, inclusive, prosperous and vibrant place of choice to live, invest, work and visit.</p> <p>This mission is supported by a vision of working together to make Roscommon the county of choice.</p>
Economic Forum (CEF)	<p>An exploratory meeting took place in January with a view to setting up an Economic Forum. This will be set up this year.</p> <p>An Economic Advisory Group has been set up collaboratively with Westmeath County Council for Athlone as a key regional growth centre for both counties where the town spans both local authority areas.</p>
The Local Enterprise Office	<p>The Local Enterprise Office is the first stop shop for every business in the county. Regardless of the size of the business or the sector, the LEO is available to signpost a business in the right direction for advisory and financial support.</p> <p>SMEs are vital to Roscommon's economy and the LEO has a key role in the small business ecosystem offering a wide range of mentoring and training supports, supplemented with consultancy programmes that give vital support to businesses at key stages of their development. The range of competitiveness and productivity supports are designed to help businesses address some of their most challenging issues by improving efficiency, digitalisation and sustainability.</p> <p>The LEO Office locally also plays a key role in local economic development fostering an entrepreneurial culture and strengthening the local entrepreneurial ecosystem in the broader economy.</p> <p>Local Enterprise Office Roscommon has a client portfolio of 167 businesses who have been supported by LEO Feasibility, Priming, and Business Expansion grants. These LEO supported businesses employ 1,055 people with 170 new jobs being created in 2025 - a net gain of 55.</p> <p>LEO Roscommon also provided training to over 800 businesses and mentoring to 279 businesses in 2025, as well as providing Green, Digital and Lean supports to 80 businesses.</p>
Retail Incentives	<p>The LEO offers supports to all retail businesses – i.e. Green for Business, Energy Efficiency Grant, Training, Mentoring, Digital support. Other incentive schemes recently introduced by Roscommon County Council are:</p> <ol style="list-style-type: none"> 1. Small Business Support Scheme 2. Early Payment Rates Discount Scheme 3. Vacant Commercial Property Levy

The Corporate Plan	<p>Roscommon County Council's Corporate Plan 2024-2029 sets out our organisation's strategic vision of making Roscommon a "County of Choice" through a focus on sustainability, inclusion, prosperity, and high quality services. It outlines three core goals:</p> <ul style="list-style-type: none"> ■ Quality of Life & Wellbeing for all ■ Economic and social infrastructure ■ Quality Service for all <p>These goals are driven by supporting strategies and activities across all service areas underpinned by the UN Sustainable Development Goals. The plan provides the strategic framework for all Council activities and guides annual service delivery planning and performance measurement.</p> <p>The Corporate Plan is delivered through the Annual Service Delivery Plan, Unit Plans and Integrated Performance Management plans which are dynamic documents that track progress of Corporate Plan implementation at Unit level. Individual Performance Plans are completed by staff annually with their line managers to show their individual responsibilities, track performance and show how their work links to the Corporate Plan objectives.</p>
Shared services	<p>Roscommon County Council does not host a Shared Service however our Water Testing Accredited Laboratory provides water testing services for a number of Local Authorities, Uisce Éireann and LAWPRO.</p> <p>The Council is a member of a number of shared services including:</p> <ul style="list-style-type: none"> ■ MyPay – payroll and superannuation ■ LAWPRO (Local Authority Waters Protection Regional Office) – advisory and support services regarding natural waters. ■ WERLA (Waste Enforcement Regional Lead Authority) – advisory and support services regarding waste management. ■ RWMPO (Regional Waste Management Planning Office) – advisory and support services regarding waste management planning. ■ NWCPO (National Waste Collection Permits Office) – manages waste collection permits on behalf of the sector. ■ RMO (Roads Management Office) - a shared service established for local authorities, managing and standardizing road assets, public lighting, and road opening licensing.

Regional Issues including new developments and initiatives

1. While funding for urban, rural, tourism and sports development is very welcome and has been a game changer for Roscommon, the match funding requirement/ level for projects under these and similar funding streams is now putting a real burden and constraint on Local Authorities like Roscommon in terms of continuing to be in a position to take advantage of the funding for their counties.
2. Outside of Roscommon Town and Monksland, activating land, providing infrastructure, securing investment and improving construction viability for private development remains a real challenge in the small towns of the county.
3. Monksland in Roscommon and Athlone in Westmeath forms the Athlone Regional Growth Centre. Significant funding and infrastructure is required to ensure that Athlone can become a meaningful growth centre/ midlands city. From the Roscommon perspective, significant funding is required in Monksland for the following in particular:
 - a. Putting the Heart into Monksland – there has been very significant growth in Monksland over the last 15-20 years both in terms of population and economic activity. We now need a town/ district centre to provide a focus/ heart for the community to drive further economic and population growth in this part of Athlone.
 - b. Parallel with the district centre, investment is required for community facilities and services, e.g. Community Hub, sports facilities, recreation facilities.
 - c. Significant Roads, public transport and active travel infrastructure investment is required in the short, medium and long term to cater for this rapidly growing area of the midlands and Roscommon.
4. In Monksland and other urban centres of the county, significant water and, in particular wastewater, infrastructure investment is required in the short and medium term with existing infrastructure essentially at capacity.
5. Electricity supply and grid infrastructure enhancement is also pivotal to growth. Roscommon faces challenges with regards to forestry and its proximity to powerlines and this became very apparent during Storm Eowyn in particular with significant damage and prolonged outage to county transmission supply lines.
6. N61 is currently a National Secondary Route that connects Athlone, via Roscommon, Boyle and N4, to Sligo. It is a critical transport and economic driver for Roscommon and the two regional growth centres. Very significant infrastructure upgrade is required along almost all of the route. Several major projects have been initiated by RCC with TII support over the last decade, however, most of these have ground to a halt due to funding constraints.
7. Funding for Tourism and Sports projects of county and regional significance including Lough Key Forest Park Redevelopment, Hodson Bay Waterfront Park and Roscommon Indoor Sport and Outdoor Sports (iROS) project in the County Town.
8. We are in a period of significant change in the Planning and Development arena with the commencement of much of the Planning and Development Act 2024, the commencement of works on the RSES process by the Regional Assemblies and the publication of the S28 Ministerial Guidance - NPF Implementation: Housing Growth Requirements. The focus must remain on ensuring the activation of housing under all tenures and in all areas to an appropriate scale.
9. In supporting the National Climate agenda, we adopted the Climate Action Plan in early 2024 and implementation is underway. Funding for projects has not been available, a factor which has hampered the speed of delivery.

Supporting Strategies	<p>Refer to Appendix 3: Local, Regional and National Policies and Strategies (Pages 59-64) of Roscommon County Council's Corporate Plan 2024-2029.</p> <p>https://www.roscommoncoco.ie/coco/en/download-it/corporate-services1/corporate-services-publications/</p> <p>The implementation of these supporting strategies is mapped in our Corporate Plan and onwards into the Unit Plans to ensure delivery of relevant actions at local level.</p>
Any other relevant information	<p>As the Local authority for County Roscommon, we are continually focused on enhancing the quality of life for all, fostering economic growth, and ensuring sustainable development of the county. We aim to deliver high quality public services and infrastructure that meet the evolving needs of our communities. By prioritising climate action, housing, regeneration, transportation, environmental sustainability and community services, we strive to create a more inclusive and resilient Roscommon. Our adopted Corporate Plan 2024-2029 and our Annual Service Delivery Plans provide a strategic, structured and focused approach to deliver high-quality, effective, innovative and accountable public services for all in Roscommon.</p>

Summary of past Scrutiny Report(s)

Roscommon County Council had a Stage 1 meeting in November 2018, followed by a Stage 2 meeting in January 2019.

The information contained below is taken from the Scrutiny Report published following the abovementioned meetings and is a summary of the issues discussed, from that time.

1

Stage 1 meeting in November 2018

- **Housing:** Many vacant properties have been brought back to use and the issue with unfinished housing estates has been tackled somewhat but there still is a large surplus of unfinished estates.

Apart from a small development in Boyle there is no other building of social housing as there is a surplus of properties in the county.

The county is in the middle of a digital transformation, which is a priority.

In 2016 Roscommon was the worst performing in terms of fire and this was a big issue for the Council and this was reviewed arising from the NOAC report and it prompted management to take corrective action.

2

Stage 2 meeting in January 2019

- **Finance:** The NOAC Board queried how a settlement the Council had to make with Revenue came about. Roscommon outlined that this was due to an administrative error, which has been resolved. Checks are now in place to avoid a reoccurrence of the error.
- **Internal Audit:** The NOAC Board advised on the importance of having a robust internal audit function within local authorities. The Chief Executive agreed that the internal audit is important for local authorities and is an integral part of the governance of Roscommon County Council. He advised that Roscommon now have a good internal audit team in place with good processes and procedures that are continuously monitored and assessed.
- **Performance Indicators:** The NOAC Board congratulated Roscommon on having the best rated roads featured in the Performance Indicators Report 2017. The NOAC Board raised the issue of re-letting times for social housing as it was high in Roscommon.
- **Regeneration:** The Council discussed the high level of dereliction in Boyle and Castlerea. To combat this, a Town Centre Regeneration Team was founded. Under the Urban and Rural Regeneration Schemes several projects are being assessed including the possible relocation of the Mart in Roscommon Town.
- **Ghost Estates:** The NOAC Board raised the issue of the high number of ghost estates in the county. The Council team advised that this issue is a particular issue in the north of the county.
- **LEOs:** The Council advised that they had one of the most successful LEOs nationwide and they have a great team who are often cited as an example of best practice.
- **Infrastructure:** While roads in the county are in good order, the IDA has had limited success in attracting FDI to the area.

Data from other NOAC Reports

The below information highlights other sources of data from NOAC reports and any other reports, including media, deemed worthwhile.

NOAC Reports No 46 & 67- Local Authority and Regional Assembly Corporate Plan Cycle: 2019-2024

Review of Local Authority and Regional Assembly Corporate Plans 2019-2024 (46)

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. In the report, examples of good practice in relation to both the process of developing the plans, and the content of the plans are highlighted.

Under the process, areas considered for review included:

- The pre-plan consultation, which looks at how local authorities formulated the Corporate Plan, 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 Councils 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.

Section 1: Process, under the section of "Evidence of pre-plan consultation", it is outlined that "The Regional Spatial & Economic Strategy (RSES) identifies the North and Western region's key strategic assets, opportunities and challenges and set out policy responses to ensure that people's needs – such as access to housing, jobs, ease of travel and overall well-being are met, up to 2030 and beyond. Working collaboratively with the Regional Assemblies the Council will develop Athlone as a Regional Growth Centre."

Review of Implementation of Local Authority and Regional Assembly Corporate Plans 2019-2024 (67)

Following on from the above-mentioned review, NOAC's next step was to examine the implementation of those 2019-2024 corporate plans produced by the 31 local authorities and three regional assemblies. NOAC wished to evaluate how well local authorities and regional assemblies monitor the implementation of their corporate plans and how the process of monitoring and managing the implementation can be improved upon. The report was published in May 2024, with advance copies having issued to local authorities and regional assemblies.

The report is structured in three parts:

Part 1: Describes the methodologies used by the local authorities and regional assemblies to monitor implementation of the corporate plan.

Part 2: Assesses the progress reported on implementation of the measures contained in the plan.

Part 3: Considers two areas that were selected for more detailed analysis, namely social housing and human rights.

Under the heading of “Processes and Mechanisms for Monitoring Implementation”, with respect to the “Frequency of Monitoring” it was outlined that “progress is monitored monthly through Roscommon County Council’s Performance Management and Development System. Integrated Performance Management meetings are held at Unit level on a regular basis and provide a mechanism for linking the Corporate Plan, Annual Service Delivery Plans, Unit Operational Plans and Individual Performance Plans. Management Reports providing updates on progress are on the Plenary Agenda each month.”

Under the “Process for Monitoring and Reporting” in the Roscommon Corporate Plan it states that “the ASDP is the mechanism whereby we translate the priorities identified in the corporate plan into services and actions that are delivered throughout the organisation annually. The ASDP is collated by the Corporate Services Department and is used as the framework for individual Unit Plans under our Performance Management Development System (PMDS).”

Under the heading of the “Role of the Corporate Policy Group (CPG)”, Roscommon states that “the CPG links the work of the SPCs and act as a cabinet and provide a forum where policy positions affecting the whole Council can be agreed for submission to the full Council. The CPG advise and assist the Council, with full decision-making authority remaining with the Council.”

Under the case study of social housing, Roscommon states that its “corporate plan 2019–2024 provides for the provision of social housing in accordance with Rebuilding Ireland – Action Plan for Housing and Homelessness.

It aims to address homelessness, provide social housing using the funding models available and to increase the number of new builds to meet the planned population increase identified in the Regional Spatial and Economic Strategy for the North West Region.”

NOAC Report 79 - Review of Local Authority and Regional Assembly Corporate Plans 2025–2029

This review of the corporate plans prepared by local authorities and regional assemblies for the 2025-2029 period was conducted by reference to the guidelines issued by the Department of Housing, Local Government and Heritage, and recommendations made by NOAC in previous reports, NOAC Report No. 46: Review of Local Authority and Regional Assembly Corporate Plans 2019–2024 and NOAC Report No. 67: Review of Implementation of Corporate Plans 2019–2024.

Under Thematic Area 1 – Governance, Oversight & Senior Management Role, it states that there are a number of good examples of data-led plans. These show how information will be gathered during the course of the plan, validated to ensure its accuracy, and used so that the authority can measure its progress: Roscommon: Links corporate objectives directly to NOAC performance indicators and establishes baseline data, supported by a clear process for validating data. This strengthens the reliability of reporting and allows for meaningful comparisons over time.

Within the Digital Transformation, Data and Performance Monitoring (Thematic Area 6), it outlines that every corporate plan refers to digital transformation, but few set measurable targets. Roscommon [and three other local authorities] stand out for linking their objectives to NOAC indicators and including a commitment to developing dashboards to publish performance figures.

NOAC Report 65 – Internal Audit in Local Authorities Report 2023

This report reviewed the general governance of the internal audit function in local authorities, which included an in-depth survey as well as a review of the recommendations of NOAC's 2018 Report and how those recommendations were implemented. NOAC made 17 recommendations in this report to address the issues identified.

In terms of Roscommon County Council, the following are the relevant details:

- Roscommon County Council is one of 11 identified in the category of small local authorities.
- Internal Audit is conducted in-house with one staff member working in that area. Roscommon was one of six local authorities who had one or two vacancies at the time of the survey. In Roscommon's case, it had one vacancy at this time.

Relevant Recommendations

Recommendation 5

Applies to Roscommon County Council and six other local authorities.

All local authorities should ensure that they have ongoing training plans for their internal audit staff and these should be reviewed annually. A formal identification of training needs must be carried out for each member of staff of internal audit.

Recommendation 6

Applies to Roscommon County Council and 14 other local authorities.

NOAC recommends that all local authorities conduct assessments of the adequacy of internal audit resources including staff skills on a regular basis, to ensure that they are functioning to the required level and to a high standard.

Recommendation 8

Applies to Roscommon and 20 other local authorities.

All local authorities must encourage existing staff to obtain appropriate professional qualifications and assign new staff to these functions who are either qualified or seeking to achieve qualification.

It is critical that this recommendation be implemented as soon as possible in those local authorities whose Head of Internal Audit is not qualified or seeking to achieve qualification.

Recommendation 9

Applies to Roscommon and six other local authorities.

It is very important to ensure that Fraud and Corruption Alert policies are in place for all local authorities. It is essential that all local authorities who do not have such a plan in place must do so as soon as possible. This was a recommendation in the 2000 LGAS report on Internal Audit in local authorities.

Recommendation 13

Applies to Roscommon and twenty four other local authorities.

NOAC recommends that local authorities establish multi-year plans as they can give an overall high level approach to internal audit which could provide greater direction to local authorities and benefit Audit Committees in seeing overall longer term goals. A multi-year plan is useful to visualise the coverage of the audit universe over a desired time frame. The approach allows progress to be monitored against an annual plan.

Recommendation 14

Applies to Roscommon and twelve other local authorities.

All local authorities must compile an annual report to indicate any issues concerning financial management as well as make recommendations to modify procedures and improve operations. Those who do not produce such reports should ensure that they commence the practice now for 2023 calendar year.

Recommendation 15

Applies to Roscommon and five other local authorities.

While the majority of local authorities, (25), used trackers in their operations, it is recommended that all local authorities use this system to ensure a clear audit trail is available.

Recommendation 16

Applies to Roscommon and all other local authorities except Clare.

The Institute of Internal Auditors recommends that an internal audit function must have an external assessment carried out at least every five years. All local authorities must address this as a matter of priority.

Recommendation 17

Applies to Roscommon and all other local authorities except Cavan, Clare, South Dublin, Meath and Wexford.

All local authorities should conduct compliance tests to ensure that the operation of the internal audit function against its stated function.

NOAC Report 24 - Customer Satisfaction Survey 2018-2020

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 is utilised and quota controls ensured that participants are representative of the local authority population by age, gender and social class.

The third survey, completed in 2020, was conducted with what were considered the 10 smallest sized local authorities. Roscommon County Council was included in this survey.

Roscommon County Council performed well across all the areas reviewed in the survey with above average scores for several of the themes below:

- Overall satisfaction: Roscommon County Council – 53% v National Average – 59%.
- Value for Money: Roscommon County Council – 21% v National Average – 29%
- Informed by local authority: Roscommon County Council – 49% v National Average – 48%.
- Road Safety: Roscommon County Council – 85% v National Average – 74%. Roscommon was the second highest performing local authority within this category.

- Playgrounds/parks/open spaces: Roscommon County Council – 87% v National Average – 75%. Roscommon was the joint second highest performing local authority within this category.
- Doing a good job: Roscommon County Council – 57% v National Average – 55%.

NOAC Report 75 – Public Spending Code 2024

The Public Spending Code (PSC) was developed by the Department of Public Expenditure, National Development Plan Delivery and Reform (DPENDPDR). The Code applies to both current and capital expenditure and to all public bodies in receipt of public funds. According to DPENDPDR, the Code brings together, in one place, details of the obligations of those responsible for spending public money. As local authority funding derives from a number of sources, including grants from several Government Departments, it was decided that the Chief Executives of individual local authorities should be responsible for carrying out the quality assurance requirements and that their reports should be submitted to NOAC for incorporation in a composite report for the local government sector.

The Quality Assurance reporting requirements consists of the following five steps:

1. Local authorities should draw up an inventory of projects/programmes at the different stages of the Project Life Cycle, in respect of all capital and current expenditure projects to a value greater than €0.5m.
2. Confirm publication on the local authority's website of summary information on all procurements in excess of €10m related to projects in progress or completed in the year under review and provide a link to the relevant website location.
3. Complete the seven specified checklists. Only one of each type of checklist per local authority is required and not one per each project/programme. The completion of the checklists is to be based on an appropriate sample of the projects/areas of expenditure relevant to that checklist.

4. Carry out a more in-depth review of selected projects/programmes such that, over a 3-5 year period, every stage of the project life-cycle and every scale of project will be subject to a closer examination. Revenue projects selected for in-depth review must represent a minimum of 1% of the total value of all revenue projects in the inventory, while the requirement in respect of capital projects is 5% of the total value of all capital projects in the inventory.
5. Complete a short summary report consisting of the inventory, procurement reference and checklists referenced in steps 1 to 3 and the local authority's judgment as to the adequacy of the appraisal/planning, implementation or review work that it examined as part of step 4, the reasons why it formed that judgment and its proposals to remedy any inadequacies found during the entire quality assurance process.

In the case of Roscommon County Council it complied with all five steps as highlighted above including providing links to the online Publication of Summary Information of all Procurements in Excess of €10 million.

A particular point of note was:

- Roscommon County Council had no procurements in excess of €10m in 2024.

Summary of 2024 Detailed Inventory

Expenditure being Considered - Greater than €0.5m (Capital and Current)

Local Authority	Current Expenditure Amount in Reference Year	Current Expenditure Amount in Reference Year (Non Grant)	Current Expenditure Amount in Reference Year (Grant)	Projected Lifetime Expenditure
Roscommon County Council	€0	€0	€512,676	€55,376,641

Expenditure being Incurred - Greater than €0.5m (Capital and Current)

Local Authority	Current Expenditure Amount in Reference Year	Current Expenditure Amount in Reference Year (Non Grant)	Current Expenditure Amount in Reference Year (Grant)	Cumulative Expenditure to-date	Projected Lifetime Expenditure (Capital Only)
Roscommon County Council	€82,959,428.00	€87,075,413.00	€1,820,821.00	€196,510,468.00	€858,969,894.00

Projects/Programmes Completed or discontinued in the reference year - Greater than €0.5m (Capital and Current)

Local Authority	Current Expenditure Amount in Reference Year	Current Expenditure Amount in Reference Year (Non Grant)	Current Expenditure Amount in Reference Year (Grant)	Final Outturn Expenditure
Roscommon County Council	€0	€0	€3,244,185	€32,954,119



E7 2	Does the local authority have a climate action team	yes	100%	Yes	77%	Yes	87%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
P1	New buildings inspected as % of new buildings notified	13.97	16.34	15.19	22.39	18.28	18.30	13.24	16.97	12.5	15.28	14.24	23.90	16.75	16.75	17.20	17.20	19.42	19.42	19.42	24.00	24	N/A
P2	% of determinations that confirmed the decision made by LA	81.82	74.36	65.00	75.72	100	73.16	46.67	71.17	75	73.13	56.25	73.07	68.42	76.94	50.00	77.72	83.33	77.60	55.56	74.34	74.34	N/A
P3	Ratio of planning cases being investigated at year end as to cases closed	3.69	3.43	8.3	3.27	4.80	3.13	0.93	3.60	5.74	3.74	2.83	2.74	2.47	3.03	1.98	2.41	1.97	2.87	1.45	2.61	2.61	N/A
P4	Cost per capita of the Planning Service	€38.89	€38.47	€35.07	€35.97	€36.12	€33.54	€24.77	€33.37	€31.73	€31.47	€34.32	€30.27	€35.32	€29.24	€32.77	€28.31	€35.16	€26.96	€38.05	€26.78	€26.78	N/A
P5 A	The percentage of applications for fire safety certificates received in the year that were decided (granted or refused) within two months of their receipt	33.33	45.35	28.95	52.11	50.88	46.95	45.24	51.54	52.63	55.44	51.85	52.52	67.57	56.37	66.67	55.94	N/A	N/A	N/A	N/A	N/A	N/A
P5 B	The percentage of applications for fire safety certificates received in the year that were decided (granted or refused) within an extended period agreed with the applicant	48.48	36.73	39.47	36.28	15.79	42.25	33.33	37.16	26.32	34.33	37.04	40.08	18.92	35.70	26.67	37.71	N/A	N/A	N/A	N/A	N/A	N/A
F1	Cost per capita of Fire Service	€39.48	€56.52	€38.52	€45.96	€36.86	€42.48	€63.82	€44.65	€64.21	€44.81	€62.38	€44.65	€63.83	€48.93	€68.69	€44.90	€58.59	€44.61	€69.91	€44.14	€44.14	N/A
F2	Average time to mobilise Brigade re Fire (Minutes) (PT)	6:52	05:47	06:20	05:56	07:02	05:31	06:48	05:19	06:42	5:24	6:33	5:30	05:51	05:34	07:01	5:49	7:49	5:64	6:67	5:65	5:65	N/A
F2	Average time to mobilise Brigade re Fire (Minutes) (FT)	00:00	01:23	00:00	01:25	00:00	01:26	00:00	01:27	00:00	1:28	00:00	1:24	00:00	1:25	00:00	1:45	00:00	1:52	00:00	1:81	1:81	N/A
F3	% of Fire Cases in which first attendance is within 10 minutes	22:22	54:40	24:18	52.83	21.74	52.65	20:45	56:17	17:11	55:30	25:17	55:14	19:19	52:92	20:17	40:45	16:30	40:65	25:12	39:32	39:32	N/A



L1a	No. of Library visits per head of population	1.44	3.00	1.36	2.70	1.15	2.09	0.49	0.86	0.42	1.05	2.17	3.57	2.08	3.58	2.09	3.56	2.07	3.61	2.21	3.68
L1b	No. of items borrowed per head of population	2.95	3.24	1.86	3.15	1.62	2.70	1.13	2.07	1.16	2.19	1.92	3.14	1.67	2.88	3.26	2.90	2.65	3.8275	2.93	3.82
L2	Cost of Library Service per capita	€37.19	€40.72	€33.01	€38.87	€43.20	€36.68	€43.72	€36.92	€26.88	€35.95	€27.05	€34.94	€28.51	€33.98	€28.28	€31.00	€25.94	€30.05	€27.30	€30.04
Y1	% of local schools involved in Comhairle na nOg	88.89	65.47	100.00	68.16	100.00	64.70	100.00	63.25	77.78	63.29	88.89	68.30	88.89	80	87.50	69.04	100.00	68.07	100.00	88.46
Y2	Number of organisations included in the County Register at year end and the proportion of those organisations that opted to be part of the Social Inclusion College within the PPN	13.01	15.86	14.10	16.21	14.18	16.64	15.06	15.97	15.71	16.33	12.40	16.82	4.33	17.90	13.62	20	13.96	19	16.87	19.78
C1	WTE staff per 1,000 population	6.17	6.00	6.05	6.16	5.93	5.94	5.65	5.89	5.60	6.06	6.22	5.95	6.01	5.82	6.05	5.70	5.96	5.64	6.26	5.58
C2a	% of paid working days lost to medically certified sick leave in year	3.76	3.71	3.19	3.77	4.10	3.58	3.69	2.89	3.08	3.01	3.80	3.71	4.30	3.74	4.29	3.74	3.53	3.69	3.66	3.48
C2b	% of paid working days lost to self-certified sick leave in year	0.29	0.34	0.29	0.32	0.26	0.32	0.18	0.19	0.17	0.20	0.28	0.36	0.33	0.33	0.25	0.33	0.23	0.33	0.23	0.33
C3	LA website page views per 1,000 population (per capita from 2021)	2.24	12.65	0.89	13.36	7.31	13.65	11.91	13.60	13.06	15.56	13,127.85	16,572	12,138.32	15,520.46	12,078.03	14,495.46	7,350.53	12,422	6,495.91	11,666
C4	Overall cost of ICT Provision per WTE	€4,697.73	€4,270.61	€4,110.84	€3,948.63	€4,538.06	€3,729.33	€4,635.55	€3,521.62	€4,211.03	€3,457.02	€3,045.62	€3,060.84	€3,069.90	€2,894.57	€2,846.00	€3,048.41	€2,935.00	€2,680.80	€3,658.62	€2,925
C5	Overall cost of ICT as a proportion of Revenue of Revenue expenditure	€2.44	€1.80	€2.40	€1.86	€2.79	€1.71	€2.57	€1.71	€2.31	€1.52	2.03	1.78	€2.03	€1.75	N/A	N/a	N/A	N/a	N/A	N/a
M1	Revenue Expenditure per Capita in year	€1,174.91	€1,485.05	€1,037.36	€1,305.56	€966.69	€1,205.89	€1,015.70	€1,308.21	€1,105.30	€1,419.01	€933.63	€1,059.50	€911.63	€978.91	€834.45	€897.89	€914.97	€842.00	N/A	N/A
M2a	% Commercial Rates Collected in year	92.0	92.0	88.0	88.8	89.00	88.1	89.00	83.4	68.0	76	89.00	87.00	86.00	86	83.00	83.6	91.00	84.4	93.00	80.19

Mr. Shane Tiernan,
Chief Executive,
Roscommon County Council,
Áras an Chontae,
Roscommon,
County Roscommon,
F42 VR98.

2nd December 2025

Dear Mr. Tiernan,

The National Oversight and Audit Commission (NOAC) invites you to participate in a meeting to discuss the performance of your local authority as part of NOAC's individual review of each local authority, or Scrutiny Process.

The meeting will take place on Tuesday, 17th February 2026 at 11.00 a.m. in the Custom House, North Wall Quay, Dublin 1, D01 W6X0.

At the meeting, you will be invited to make an opening statement of no more than five minutes in duration, and the opening statement will be followed by questions from the members of the NOAC board. You may bring your management team to the meeting, if you so wish.

Information and material requested:

Please –

- Forward the following, not later than 5.30 p.m. on 10th February 2026, by email to info@noac.ie:
 - The name(s), title(s), email and mobile number contact details, of those attending at the Custom House, or virtually.
 - A copy of the opening statement (in MS word format).
- Confirm receipt of this letter and your availability to attend, by end of day 23rd December 2025, by email to info@noac.ie.

Meeting proceedings

The below information provides an outline of the procedures of the Scrutiny Meetings as agreed with the County and City Managers Association (CCMA).

- The Chair will begin a formal introduction process of each NOAC member and local authority attendee.
- The Chair will provide a short background on NOAC, the Scrutiny Process and the order of the meeting.
- The Chief Executive will be asked by the Chair to give their opening statement as provided in advance of the meeting. A time limit for the delivery of the opening statement of five minutes will be strictly adhered to.
- The Chair will ask the Chief Executive if the local authority considers there are any issues NOAC should be made aware of.
- The Chair will direct each NOAC board member in attendance to ask questions and the Chief Executive and/or their team will be given time to respond.

- The Chair will open the floor to the NOAC board to ask any follow up or general questions they may have.
- If a local authority is unable to provide a complete response to a question, it will be noted and the local authority will subsequently be contacted via email to provide the response. The local authority will provide the response(s) within ten working days of the email from the Secretariat in a word document format.
- In the case that a meeting runs beyond two hours, the Chair will offer the local authority the option to take a short break of 15 minutes.
- The Chair will close the meeting.

Information on NOAC and other arrangements

The National Oversight and Audit Commission (NOAC) is the national independent oversight body for the local government sector in Ireland. It was established in July 2014 under the Local Government Reform Act 2014 to provide independent oversight of the local government sector.

NOAC's functions are wide ranging, covering all local authority activities and involving the scrutiny of performance generally and financial performance specifically. NOAC also has a role in 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.

A core function of NOAC is to review the individual performance of local authorities in accordance with its statutory functions. This key process allows NOAC to provide a comprehensive overview of the functioning of local authorities to the public, both positive and negative, and can allow for exemplars of good practice to be identified and used to share with other local authorities.

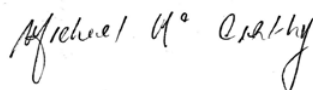
It should be noted that NOAC reserves the right to record and/or livestream Scrutiny Meetings and a record of the meeting may also be kept via a transcript and/or summary report.

Such information may be uploaded to the NOAC website, which is freely accessible to the public, and that attendance by local authority staff at the meeting will be deemed as consent for that content to be used by NOAC.

For further details on the process of the Scrutiny Meeting, a Protocol document, which was agreed between NOAC and the CCMA, is provided with this letter of invite.

For any further details on NOAC, please see the NOAC website (www.noac.ie) or contact the NOAC Secretariat at info@noac.ie.

Yours sincerely,



Michael McCarthy
Chair of the National Oversight and Audit Commission

Chief Executive Roscommon County Council - Opening Statement

Good morning, Chair and Members of the Board,

Thank you for the opportunity to address the National Oversight and Audit Commission today. I welcome this engagement, which plays a crucial role in strengthening transparency, promoting best practice, and enhancing performance across local government. I am pleased to outline the strategic achievements, priorities, and future direction of Roscommon County Council.

I am joined today by my Senior Management Team:

- Caitlín Conneely, Deputy Chief Executive and Director of Services for Climate Action, Environment, Resources, People and Athlone MD
- Mark Keaveney, Director of Services for Economic, Planning and Physical Development
- Sean Mullarkey, Director of Finance, Governance, Enterprise, Energy, Assets, Emergency Services and Boyle MD
- Chris Flynn, Director of Services for Housing, Community, Culture, Integration and Roscommon MD

Our Corporate Plan 2024–2029 sets a clear and ambitious direction: To make Roscommon the County of Choice – a welcoming, sustainable, inclusive and prosperous place to live, work, invest and visit. This vision underpins our strategic direction and guides all aspects of our organisational performance. Roscommon County Council has delivered a suite of transformative projects aligned to this vision; projects that strengthen infrastructure, support communities, enhance economic opportunity and build resilience for the future.

Some of the key achievements that underpin our vision over the past five years include:

- Commencement and construction of the €450 million N5 Ballaghaderreen to Scramogge project, a once-in-a-generation investment
- Delivery of 2,586 road projects supported by €400 million in funding
- 983 homes and tenancies were delivered through capital delivery, RAS and HAP
- A dedicated Regeneration Team was established in 2018 – delivered investments of €35m, with €56m of projects in progress and a further €130m being developed
- Regeneration projects providing dedicated incubation and innovation space like An Ríoga in Boyle, An Chistin in Castlerea and MIH in Monksland
- Support for 164 businesses, sustaining 1,038 jobs through our enterprise development programmes
- Adoption of our Local Authority Climate Action Plan and establishment of a Decarbonisation Zone in Roscommon Town, demonstrating local leadership in the national climate response
- As of 2024 our housing vacancy rate of 2.09%, among the lowest nationally and average re-letting time of 14.59 weeks, the lowest across the sector
- Significant progress in rental inspections, water scheme monitoring, and community integration supports, including the establishment of a new Community Integration Team
- Launch of our first MyOpen Library in Ballaghaderreen
- Multi-million Euro investment in our major Arts Centres in Roscommon Town and King House Boyle.

These achievements were reflected in NOAC's 2024 Performance Indicator Report, which acknowledged our strengths across multiple service areas. We recognise, however, that improvements are needed in areas such as aspects of environmental performance and digital engagement, and work is already underway to address these.

Ensuring a high-performing, resilient and future-focused organisation remains a core priority. We have strengthened organisational capability by:

- Introducing a structured performance management framework across service areas
- Enhancing external stakeholder engagement
- Strengthening our approach to strategic risk management
- Establishing a dedicated Digital Transformation Team, with a focus on online services, digital workforce tools and end-to-end customer engagement
- Creating a Communications Unit to support more proactive media and digital engagement and progressing the redevelopment of our corporate website to ensure accessibility, inclusion and interactivity
- Tourism is a powerful driver of economic growth, cultural exchange, and environmental sustainability. Our recently launched Tourism Strategy 2025 – 2030 reflects this with actions we will undertake to transform our tourism sector, ensuring that it remains dynamic, resilient, and globally competitive.

Our capital programme for the next five years is both ambitious and targeted, reflecting our commitment to economic development, sustainability and community wellbeing. Key projects include:

- Completion of the N5 upgrade
- A new integrated sports centre in Roscommon town
- Serviced SME sites to support enterprise growth
- Delivery of the Lough Key Forest and Activity Park Masterplan
- Advancement of the Hodson Bay tourism and waterfront experience
- A sustainable flood alleviation solution at Lough Funshinagh
- A new MyOpen library in Boyle
- A Monksland Masterplan to create a town centre focus and community hub for a rapidly expanding new urban area in Roscommon
- Regeneration projects in key towns and villages
- Continued investment in major Greenways and outdoor recreation infrastructure.

These initiatives are underpinned by our 2026 budgets:

- €86 million revenue budget, securing core service delivery, and
- €442 million 3-year capital programme enabling strategic investment across the county.

The budgets in this Council cycle, thanks to the commitment and foresight of the elected members, include a 15% uplift on Local Property Tax and a 10% commercial rate increase. These budgets ensure resources are aligned with our priority projects and key areas ranging from regeneration, housing and climate action to digital transformation, economic development and social inclusion. They represent our commitment to sound financial investment and stewardship, enabling us to maintain essential services while funding major infrastructure and regeneration initiatives that will shape Roscommon to be a county of choice.

We are however experiencing constraints in relation to match funding as a requirement of Government capital funding. The match funding requirements disproportionately affect smaller rural local authorities with limited income-generating capacity, however we continue to maximise our ability to meet match funding requirements to deliver strategic infrastructure throughout the county.

Whilst we see opportunities in expanded access to EU and national funding programmes, we continue to operate in a challenging environment with escalating delivery costs. Furthermore, we operate in a highly competitive labour market with associated recruitment and retention challenges. In order to maximise service delivery locally we have developed a comprehensive Strategic Workforce Plan, positioning Roscommon County Council as an agile, progressive and inclusive employer of choice. We are also leveraging online services and embedding digital transformation to drive service efficiency and enhance customer experience.

Roscommon County Council remains firmly committed to enabling sustainable economic growth, supporting vibrant communities and delivering high quality public services. Through strong partnerships—local, regional and national—we aim to secure a resilient, inclusive and prosperous future for County Roscommon.

We welcome the insights, challenge and guidance of NOAC as part of that journey and look forward to a constructive discussion today.

Thank you.



National Oversight and Audit Commission (NOAC)
An Coimisiún Náisiúnta Maoirseachta & Iniúchoíreachta

Postal Address: Custom House, Dublin 1, D01 W6X0.

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