

Guiding Principles

The Rathkeale Community Council advocates on behalf of the community, petitions for support, organises projects and events that rejuvenate Rathkeale. It is a charity with a volunteer board elected by local people. The Council adopted this set of Guiding Principles at a meeting on April 19 that includes its Core Values, Vision, Mission, Strategy and Objectives. They can be viewed at rathkeale.com/principles.



Rathkealers must want change. It cannot be forced upon them so approach accordingly.

We can't just look at competing towns and say we will do it better. We must understand our competition and do it differently.

Core values, vision and mission are the embodiment of the organisation's fundamental promise to its stakeholders.

Strategy and culture are among the primary levers at top leaders' disposal in their never-ending quest to maintain organisational viability and effectiveness. Strategy offers a formal logic for the Rathkeale Community Council's goals and orients people around them. Culture expresses goals through values and beliefs and guides activity through shared assumptions and group norms.

Core Values – Aspirational

What do we stand for? ... Ethics, principles, beliefs

- Honesty, trustworthiness, and integrity – first and foremost.
- Determination where success or failure are not final and the courage to continue counts.
- A continuous improvement mindset is better than delayed perfection.
- Focus on the present (not the past) to create a better future¹, asking why not?²
- Dream big, work hard, stay focused and surround ourselves with good people.
- Giving respect to get respect.
- Recognize and act upon problems before they become emergencies.
- Passionate about the things we care about. Not stressed by the things we don't.
- All and any opinions, seeking out those of unrepresented groups (e.g. youth, immigrants.)
- If we argue it is to discover what is right, not who is right.
- A community of sheep is used by wolves.

Vision (Why. An unwavering and non-negotiable dream, not plan). Where are we going? What do we aspire to achieve?

- A vibrant thriving Rathkeale where positive experiences make people want to live, shop and visit.

Mission – Achievable

Who do we do it for (stakeholders)? What do we do? ... Motivation, purpose

- We make positive things happen for people including (1) the residents of Rathkeale, (2) affiliated organisation leaders, (3) allied property owners, and (4) committee members, where 1, 2, 3... represents ranked importance in the event of a conflict.
- We maintain a Learning Culture, continually searching for innovative and compelling ways to improve Rathkeale and delight our stakeholders.
- We deliver a positive Rathkeale experience as our brand promise and product.
- We maintain a psychologically safe environment where no one is punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.
- We recognise that Rathkeale Champions who deserve our support may not be members of our organisation.
- We are transparent, publishing records and communicating 4+ times per year with the public.
- We maintain an annual Rathkeale Area Plan with cost estimates, so our wish list is always current.

¹ 10, 20, 30-year horizons.

² "There are those who look at things the way they are, and ask why ... I dream of things that never were, and ask why not?"
– Robert Kennedy who was paraphrasing the playwright George Bernard Shaw.

- We proactively publicise good news, especially involving Travellers.
- We keep abreast of national and global trends, highlighting them annually for the community.
- We insist that law, order, and criminal matters be dealt with by the Gardaí and judicial system only.

Strategy – WHAT. Choice of route to vision (destination.) Plan, goals, sequencing, approach

1. First: Use proven methods of effective leadership, strategic decision-making, change management, project management, digital transformation and developing agile organisations.
2. Maintain a high level of trust.
3. Engage all constituents in the community including Travellers, property owners, <60s, youth, etc.
4. Bring people together, building a network of interpersonal relationships [clubs, societies, businesses]
5. Prioritize retail economy, increasing inflow of revenue³ to attract more products and services.
6. Build political support.
7. Encourage and facilitate digital transformation⁴
8. Maintain a war chest of €20,000+.
9. Empower project managers with funds, facilities, training, and prestige.
10. Build and maintain a rank of volunteers, including settled, Travellers, male, female, young and old.
11. Publicize Rathkeale as a safe, enjoyable place to be using mainstream and social media.
12. Always display utility in public without shying from debating issues in private.
13. Acquire and use already allocated government Traveller funds for the entire community.
14. Campaign for high occupancy that comes with year-around residents.
15. Use the expected Foynes to Limerick Road (Adare Bypass) as an attractive element.

Objectives – Outcomes

- Form a single organisation of people who get things done and leaders of key representative organisations such as the Rathkeale Community Council, Team Rathkeale, Rathleale Together.
- Encourage and facilitate destination retail department stores/hubs/one-stop-shops⁵.
- Anticipate hostile influencers (e.g. some journalists, politicians) with contingency plans.
- Increase the number of year-round resident families.
- Hire a consulting Societal Change Process expert.
- Pay all bills, including volunteer out-of-pocket expenses, within 15 days of approved claim.
- Support people who act (not just talk) in Rathkeale's favour.
- Publicly reward volunteers who make Rathkeale a better place to be every year.
- Document Rathkeale's positioning statement with proof-points.
- Maintain audit-worthy records, especially financial transactions.
- Out compete other towns in Limerick for LCCC infrastructure resources, winning more than before.
- Reduce littering throughout the downtown area.

³ Retail economy benefits from more goods/services/shoppers which come from higher occupancy and more visitors.

⁴ Digital means use of email, websites, social media, information sharing PLUS Big Data, analytics, the cloud, AI, and mobile communications technologies (apps).

⁵ Eurospar groceries, Tadhg O'Connor building supplies and Sean Hennessy Electrical are examples of successful destination department stores in their categories. Adare has a hub of upmarket women's fashion shops. The Dock Road in Limerick has multiple automobile dealers.