



comhairle chontae na mí
meath county council



Corporate Plan for Meath Local Authorities **2009 - 2014**





Meath County Council,
County Hall, Navan, Co. Meath, Ireland
tel: +353 (046) 9097000,
fax: +353 (046) 9097001,
email: info@meathcoco.ie • www.meath.ie

Council Emergency Telephone Contact Outside Office Hours: 1890 445 335

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It is with great pleasure that we present our Corporate Plan for the years 2009 to 2014.

Meath Local Authorities have a vision of a County that is recognized locally, nationally and internationally as an excellent place to invest in, to visit and to live in, renowned for the quality of its employment opportunities, heritage, culture and the strength and viability of its communities. This Plan will guide the actions of the Meath Local Authorities over the next five years and sets out the strategic framework in which Meath Local Authorities will operate over the period.

The Corporate Plan adopts an organisation-wide approach, encompassing the services being delivered by Meath County Council, Navan Town Council, Kells Town Council and Trim Town Council. This approach highlights the relationship and inter-dependencies between Town Councils and the County Council.

Meath Local Authorities are operating in an ever-changing environment, characterised by the ongoing population growth in the County and the resulting increase in demand for services.

We are facing many new challenges, particularly to the social and economic structure of our County. We must continue to focus on economic development and the promotion of County Meath as a prime location for inward investment, while at the same time responding to the many social challenges emerging for our people. We must ensure that we have the infrastructural services in place to facilitate the balanced growth of the County, while at the same time supporting the needs of our existing communities.

This plan was prepared through a process of consultation with the citizens of the County, the elected Councillors, the County Development Board and the Management and Staff of Meath Local Authorities. We believe that the Councillors, Management and Staff are focused and committed to making a real difference to County Meath during the period of the plan. We also believe we have the mechanisms in place to support our state and semi-state partners and to encourage continuing partnership with our communities.

The Corporate Plan will be supported by a series of Annual Operational Plans, which will develop the implementation process by outlining in detail how the objectives will be achieved. Performance measurement will form a key part of the implementation process, as required in the document 'Delivering Value for the People – Service Indicators for Local Authorities', and as published in the Annual Report.

Meath Local Authorities are committed to implementing this Corporate Plan 2009 – 2014 and look forward to achieving our vision, mission and corporate objectives in a spirit of partnership and co-operation with all our stakeholders in County Meath and beyond.



William Carey

Councillor William Carey
Cathaoirleach



Tom Dowling

Tom Dowling
County Manager

Vision:

Meath Local Authorities have a vision of a County that is recognized locally, nationally and internationally as an excellent place to invest in, to visit and to live in, renowned for the quality of its employment opportunities, heritage, culture and the strength and viability of its communities.

Mission:

To drive the economic, social, cultural and environmental growth of our County in a balanced manner that is inclusive of all our citizens.



Meath County Councillors

Dunshaughlin Electoral Area



Joseph Bonner
(N.P.)



Regina Doherty
(F.G.)



Brian Fitzgerald
(N.P.)



Nick Killian
(F.F.)



Noel Leonard
(F.F.)



Niamh McGowan
(LAB)



Maria Murphy
(F.G.)

Kells Electoral Area



Eugene Cassidy
(F.G.)



John V. Farrelly
(F.G.)



Oliver Fox
(F.F.)



Bryan Reilly
(F.F.)



Catherine Yore
(F.G.)

Navan Electoral Area



Shane Cassells
(F.F.)



Francis Deane
(N.P.)



Jim Holloway
(F.G.)



Suzanne Jamal
(F.G.)



Jenny McHugh
(LAB)



Joe Reilly
(S.F.)



Tommy Reilly
(F.F.)

Slane Electoral Area



Sirena Campbell
(F.G.)



Jimmy Cudden
(N.P.)



Ann Dillon-Gallagher
(F.G.)



Wayne Harding
(F.F.)



Eoin Holmes
(LAB)



Seamus O'Neill
(N.P.)

Trim Electoral Area



Ray Butler
(F.G.)



William Carey
(F.G.)



Jimmy Fegan
(F.F.)



Tracey McElhinney
(LAB)

Meath Town Councillors

Kells Town



Brian Collins
(LAB)



Brian Curran
(N.P.)



Sean Drew
(F.F.)



Conor Ferguson
(S.F.)



Tommy Grimes
(LAB)



Frankie Lynch
(F.F.)



Brian Reilly
(F.F.)



Sarah Reilly
(F.G.)



Oliver Sweeney
(F.G.)

Navan Town



Phil Brennan
(N.P.)



Shane Cassells
(F.F.)



Francis Deane
(N.P.)



Padraig Fitzsimons
(F.G.)



Jim Holloway
(F.G.)



Suzanne Jamal
(F.G.)



Anton McCabe
(LAB)



Joe Reilly
(S.F.)



Peadar Tóibín
(S.F.)

Trim Town



Ray Butler
(F.G.)



Philip Cantwell
(N.P.)



William Fay
(F.G.)



Trevor Golden
(N.P.)



Vincent McHugh
(F.F.)



Ronan McKenna
(F.F.)



Donall O'Brien
(LAB)



James O'Shea
(LAB)



Gerry Reilly
(F.G.)



- Beach and Coastal Management
- Building Control
- Burial Grounds
- Bus and Rail Links
- Business Parks
- Civil Defence
- Community Development and Participation
- Consumer Protection
- Corporate Estate Management
- Derelict Sites
- Development Control
- Economic Marketing and Promotion
- Education Grants
- Environmental Awareness
- Environmental Enforcement
- Financial Management
- Fire Services
- Flood Alleviation
- Forward Planning
- Franchise and Elections
- Health and Safety
- Heritage and Conservation
- Housing Supports
- Human Resources
- Ideas Generation
- Information Technology
- Internal Audit
- Leisure and Recreational Services
- Libraries and Arts
- Litter Management
- Local Authority Housing
- Monitoring County Strategy
- Motor Taxation and Driving Licences
- National Roads Design Office
- New Housing Initiatives
- Planning Enforcement
- Public Lighting
- RAPID Programme
- Risk Management
- River Basin Management
- Road Design, Construction and Maintenance for Non-National Roads
- Road Safety
- Service to Citizens
- Service to Councillors
- Service to County Development Board
- Surface Water Drainage
- Tourism development
- Traffic Management
- Traveller Settlement
- Veterinary Section and Animal Control
- Waste Management and Pollution Control
- Wastewater Treatment
- Water Supply



In the implementation of this plan Meath Local Authorities will be guided by the following core values, which underpin our operations.

Accessibility, Accountability, Openness

Building Communities

Citizen Focus

Enhancing Local Democracy

Embracing Change

Equality and Social Inclusion

Management of Resources

Respect and Consideration for all Staff

Sustainability

Working in Partnership with our Stakeholders

The operating environment of the Meath Local Authorities is influenced by many factors, some of which are not directly in our control.

Whether these factors are external or internal, they must be considered in the preparation of plans and work programmes.

Examples of external factors which influence, and/or affect our ability to undertake or influence works are:

- The global economy and the national and local economies.
- EU Directives, national legislation, Government and regional policies.
- Directives with respect to staff numbers and recruitment.
- Funding sources and conditions attached to funding availability.
- Citizen expectations and the need for universal access to all services.
- Our attractiveness as a location for investment.
- The number of citizens who commute to work outside of the County.
- The availability of adequate broadband and power capacity, together with traditional infrastructure assets (road network, water supply, wastewater facilities).

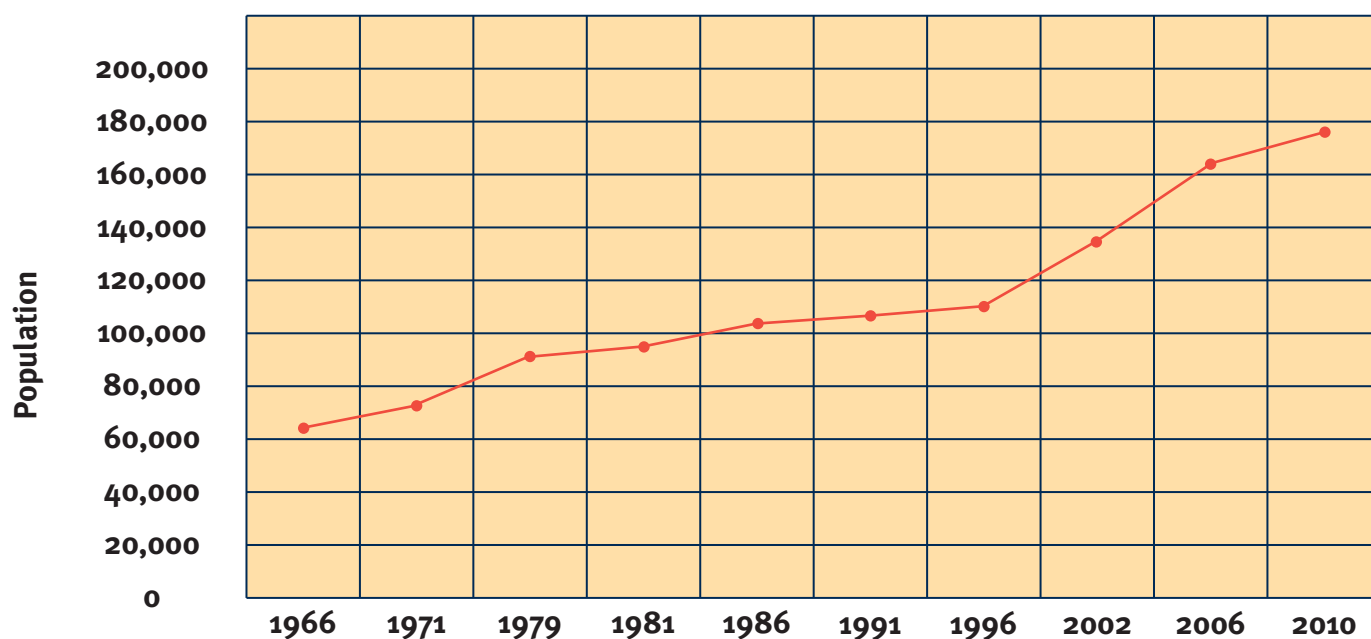
Internal factors that must be considered in setting realistic objectives for our work over the life of this plan include:

- The availability of adequate resources from a financial and staffing perspective.
- Changing work practices in light of legislative requirements.
- Staff issues.
- Accessibility/availability of appropriate office accommodation.
- Maximisation of information communication technologies (ICT) to ensure streamlined serviced delivery and efficiencies.

The economic conditions experienced in the country in the last number of years has had a significant impact on many of the external and internal factors listed above; these must be reviewed on a regular basis, and in particular in the preparation of both budget and annual operation plans.



Co. Meath Population Change 1966 - 2010*



* The last verifiable population figure for Co. Meath is from the CSO 2006 Census of Population. The current population of Co. Meath is estimated to be approximately 177,500 people.

Some key facts from the changing demographics of the county :

Total Population as per 2006 Census	162,831	
Increase in Population 2002 - 2006	28,826 ²	
Average annual increase in population 2002 – 2006	5,767	28,826 ²
Largest Town	Navan	24,842
Percentage Living in Urban Areas	52.6%	
Percentage of population under 15	38,150	(23.4%)
Percentage of Population under 25	60,011	(36.9%)
Percentage of Population over 65	13,024	(11.7%)
Population forecast for 2016	195,898	

¹ Based on data from the 2006 Census of Population

² Highest percentage increase in any administrative area with the exception of Fingal County Council.

³ Figure taken from Regional Planning Guidelines for the Greater Dublin Area 2010 – 2022 (Draft for Public Consultation) published in January 2010.

Meath Local Authorities have six broad organisation-wide objectives to guide and shape the direction of the functions of the organisation.

- 1. Promote a positive image of County Meath as a place to live, an ideal tourist destination and a business location of choice for investors.**
- 2. Deliver efficient and effective services for our citizens.**
- 3. Plan and develop the social and physical infrastructure of County Meath to strengthen our communities.**
- 4. Facilitate and stimulate sustainable economic growth and employment opportunities.**
- 5. Support and enhance community participation and local democracy.**
- 6. Develop our Towns as living, viable, community and commercial centres.**

1. Promote a positive image of County Meath as a place to live, an ideal tourist destination and a business location of choice for investors.



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meath county council

**Corporate Plan for Meath Local Authorities
2009 - 2014**

SUPPORTING STRATEGIES

- To protect, conserve and enhance a clean, safe and healthy environment for present and future generations.
- To ensure Co. Meath's impressive natural, built and cultural heritage is protected, conserved and maintained to the highest standards.
- To further enhance the physical appearance of our towns and villages and to promote high standards of architectural design and construction, with Meath Local Authorities operating as an exemplar of creativity and innovation.
- To continue to work with local sporting organisations to promote and develop the quality of our sporting infrastructure and to further develop a culture that fosters participation and volunteerism in sports, arts, community and cultural activities.
- To develop Meath as a premier domestic and international tourist destination, maintaining its position as Ireland's Heritage Capital, through marketing, co-operative activities & product development.
- To maximise the economic and social benefits from the County's status as the Heritage Capital of Ireland and achieve increases in our visitor numbers.
- To continue to work with identified stakeholders in the equine and horse racing industry to maximise employment opportunities and to promote all forms of equine related tourism.
- Promote and facilitate business development by harnessing existing and potential opportunities and partnership arrangements.
- Nurture the development of a modern knowledge based economy in identified primary & secondary economic hubs.
- To maximise the economic and employment opportunities of the M4 Knowledge Valley by enhancing our links with NUI Maynooth and developing quality employment opportunities at Moygaddy / Carton Demesne centred on the SMART economy
- Identify, develop and promote further and higher education opportunities, such as lifelong learning, through partnership and collaboration.
- To develop an economic, tourism and cultural legacy of hosting the 2011 Solheim Cup at Killeen Castle and to develop Meath as one of the country's premier golfing destinations.
- To appreciate and enjoy the living history of our county's rich archaeological and cultural landscape which traces the county's "Royal Past", best exemplified by the magical Boyne Valley.
- To identify, harness and maximise the economic development opportunities to our county accruing from the M1 Dublin Belfast Economic Development Corridor, the key axis of economic development within this island.



SUPPORTING STRATEGIES

- Encourage innovation & foster a 'business-friendly' environment within Meath Local Authorities.
- To promote the principles of value for money and to strengthen financial management capacity throughout the organisation.
- Work in conjunction and cooperation with other public bodies to achieve economies of scale and value for money in service delivery.
- Extend and enhance the online service delivery capabilities of the Council to meet the needs of citizens and businesses of Co. Meath.
- To continue with the programme of improved internal processes in service delivery.
- To enable staff to reach their full potential and, through appropriate training and professional development, meet evolving organisational needs.
- To motivate staff through a focus on teamwork and the importance of co-operation across all departments within Meath Local Authorities.



SUPPORTING STRATEGIES

- ## SUPPORTING STRATEGIES
- To maintain and further develop the infrastructure of the County and to ensure that infrastructural investment facilitates the physical, economic, social and cultural development of the county.
 - To ensure that there is existing or planned infrastructure to service new development.
 - To improve travelling times and road safety of all users by implementing efficient traffic management measures.
 - To provide car parking facilities and regulated parking in towns across the County.
 - To meet the accommodation needs, across a variety of accommodation options, to those identified with a housing need.
 - To conserve and maintain to a high level our existing housing stock, maximise tenant involvement and promote Community Development.
 - To continue the delivery of a modern library service which promotes social inclusion, lifelong learning, recreation and access to information.
 - To develop and deliver a range of quality programmes to increase the awareness of, and the benefits of, physical activity and sport.
 - To increase access to, awareness of and participation in the Arts by all sectors of the community.
- To develop and improve our Parks to facilitate passive recreation for all our citizens.
 - To develop and deliver a range of programmes and initiatives for young people as a means of skills development and social integration.
 - To develop a centre of excellence for senior citizens to facilitate opportunities for friendship, new skills and new experiences in an 'age friendly' positive environment.
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- An aerial photograph showing a complex highway interchange with multiple lanes and overpasses, set against a backdrop of green fields and trees. The road is a multi-lane asphalt highway with a central divider. The surrounding landscape is rural, with green fields and some trees. The sky is clear and blue.



SUPPORTING STRATEGIES

- To plan and implement infrastructural improvements consistent with good land use planning, which meet our current and projected sustainable development by:
 - Producing a consistent supply of good quality potable water
 - Providing effective wastewater collection and treatment facilities whilst striving to realise the aims of the Water Framework Directive.
 - Promoting sustainable urban drainage systems.
 - Delivering a road network that is maintained and improved to meet the needs of road users.
 - Promoting all modes of sustainable transport in line with government policy on SMARTER Travel
- Facilitate the delivery of high speed broad band with particular emphasis on identified primary and secondary economic development hubs.
- Facilitate energy infrastructure provision with particular emphasis on the development of renewable energy sources at suitable locations.
- Facilitate the provision of quality cost effective waste infrastructure which reflect and meet the needs of the community.
- Facilitate the development of Co. Meath as a location for sustainable economic growth and to maximise the employment opportunities within the county for our growing resident population.
- To operate a system of physical planning, which facilitates and provides the impetus for economic development, whilst at all times fostering protection of the natural and built environment of the County
- To continue to proactively promote County Meath as an attractive location for inward investment opportunities taking advantage of our geographical positioning as part of, and adjoining, the national Gateway of Ireland.
- To work with all agencies operating within the County to achieve an integrated approach in the delivery of economic, social and cultural infrastructure.
- To continue to support and facilitate Meath County Development Board in implementing its integrated strategy (Le Chéile) for Co. Meath.
- To support and facilitate rural based economic activities and diversification from agricultural pursuits.
- To further enhance our transport infrastructure to improve access for jobs, recreation, tourism, facilities and services within the County.

SUPPORTING STRATEGIES

- To develop and promote a wide range of programmes and services to enable participation in community activity.
- To maintain existing programmes with all sections of our community to stimulate local action and foster a sense of ownership to achieve a vibrant high quality living environment.
- To work together with communities and stakeholders in building inclusive and sustainable communities.
- To continue to support and facilitate Meath County Development Board for the advancement of cross-sectoral initiatives.
- To promote social inclusion and equality as a means of addressing poverty and disadvantage and to counteract discrimination that may be experienced by any minority communities.
- To support the role of the Councillors working within a framework of democratic principles, which facilitates public participation.
- To promote a culture of excellence in service provision, which is responsive to the needs of our customers and based on our adopted Customer Charter.
- To communicate effectively with our customers and the wider community by using our internal service provision, local and national media and by making maximum use of information technology systems.
- To promote and implement Safety Health and Welfare programmes within the organisation.



SUPPORTING STRATEGIES

- To manage the planning and development of our strategic urban centres as key commercial and employment hubs within our County, matching jobs more closely to where people live and harnessing the potential of people and place.
- To consolidate, strengthen and improve our existing towns and villages as the focus of both commercial and community life within our County.
- To encourage and facilitate the re-use and regeneration of land and existing heritage buildings within our town centres, with particular emphasis on the quality built heritage of Kells.
- To facilitate and implement environmental improvements across the County through engagement with and the promotion of, community initiatives.
- To encourage integration between indigenous communities and the “new Irish” to ensure long term sustainability of, and within, our communities.
- To encourage participation by our local communities in the design and maintenance of open space within towns and villages.
- To strive towards the achievement of high quality, accessible and functional urban spaces across the County, which define the public life of our towns and villages and strengthen the “local spirit”.



The Executive working with the Corporate Policy Group will have overall responsibility for the implementation of the Corporate Plan. Each year the Objectives and Strategies contained in the Plan will be matched to the financial resources available to the Council. The Executive and Corporate Policy Group will work together to maximise the resources available both from locally determined income, central government funding and other funding sources. Where sufficient financial resources are not available, objectives will be prioritised with the intention of achieving all key objectives within the life of the plan.

The economic climate pertaining at the adoption of the Plan presents serious challenges and constraints to its implementation. The need for major readjustments in Government finances, coupled with a sharp fall in locally determined income may limit the Council's ability to fully implement all the objectives outlined in the Plan.

The Executive will prioritise the assignment of staff towards achieving key objectives. The Council will provide information and communications

technologies to support staff in the achievement of the Plan's objectives.

Following the prioritisation and allocation of resources in each financial year, departmental operational plans will be prepared, which will feed into an annual operational plan for the organisation. The Executive will monitor the implementation of this operational plan and update the Corporate Policy Group on a regular basis.

The National Service Indicators will provide a basis for monitoring the Council's performance against a set of independently authenticated criteria. At local level a performance monitoring regime will be put in place, as required, to supplement the national indicators.

The Corporate Plan will be reviewed on an annual basis and the findings will be published in the Annual Report.

