

CORPORATE PLAN

2019 - 2024



comhairle chontae na mí
meath county council

Meath County Council will drive the economic, social, cultural and environmental improvement of our county to enhance the quality of life of the people of Meath.

Meath County Council

Corporate Plan

2019 - 2024

Adopted by the Elected Members of
Meath County Council on
December 2, 2019



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The Purpose of the Corporate Plan

This Plan outlines our vision for County Meath, our purpose as an organisation and the core values that inform our work, how we deliver services and engage with our customers and stakeholders. With this Plan we set out an analysis of our operating environment, the challenges and opportunities this presents and our capacity to meet these and deliver on our strategic objectives for the next five years.

These strategic objectives, which this Plan establishes, will be delivered through the supporting strategies of all departments in Meath County Council and the Plan also outlines how we will implement, monitor and review our actions during the period 2019-2024. We are committed to reporting on progress, in quantitative and qualitative ways, on an annual basis.

Preparing Our Plan

This Plan has been crafted with the aid of an extensive process of consultation with internal and external stakeholders. This process has been guided by the Corporate Policy Group and overseen by the Management Team. It included a consultation process open to: all staff members; members of the Strategic Policy Committees; the Local Community Development Committee and the Public Participation Network. An outline of the draft Plan was also available for comment on our public consultation portal. Further information on the consultation process undertaken is available in Appendix C. The preparation of the Plan was also informed by the Council's risk management processes.

Our Plan – Realising Our Ambitions

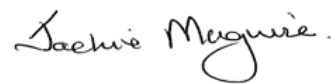
The Corporate Plan is our strategic framework for action. It provides the framework within which we will deliver services on an annual basis, how we allocate and manage resources and it supports our performance management system and our objective of being an organisation of excellence.

The Plan reflects the ambitions that we have for Meath and for Meath County Council. Meath is a county with tremendous potential, with a young, diverse and growing population, with good infrastructure and a natural and cultural heritage that is unrivalled. The county and its people also face challenges but it is the aim of this Council to make Meath the county of choice in which to live, work, visit and do business in.

Meath County Council is well placed to deliver local solutions to local, regional and national challenges. During the lifetime of this Plan we commit to engage constructively with all our stakeholders, collaborate with others and to adhere to our core values to deliver the services that the county and its people require and to meet our objectives and challenges that emerge in the period 2019-2024.



Cllr Wayne Harding
Cathaoirleach



Ms. Jackie Maguire
Chief Executive



VISION

To make Meath the lead county for economic prosperity, social development and environmental protection, with efficient and good value services and a Council representing the people and communities of County Meath in an effective and accountable manner.

MISSION

Meath County Council will drive the economic, social, cultural and environmental improvement of our county to enhance the quality of life of the people of Meath.

Introduction

In implementing this Plan, Meath County Council will be guided by the following Core Values which underpin our operations and services:



Public Sector Equality and Human Rights Duty



As a public body we have obligations under the Irish Human Rights and Equality Commission Act 2014 to have regard to the need to eliminate discrimination, promote equality of opportunity and protect human rights. The Duty is an ongoing obligation and Meath County Council will (a) assess the relevant rights and issues arising; (b) address what actions are required; and (c) report on developments and achievements annually. See Appendix D on how we will meet our obligations.

Introduction

Meath County Council operates in an environment that is regulated, political, dynamic, subject to change and under constant public and media scrutiny. For that reason it is important to set out the things that could impact on our ability to achieve our objectives.

External Environment

The following external factors exist and present challenges over the lifetime of this Corporate Plan:

- **Political**

We are responsible for implementing government policy in a range of areas, including housing, planning, climate action and waste management. We are set targets at national level for the delivery of some services and are subject to policy changes as introduced centrally. As well as implementing nationally agreed policy, we are required to work with and influence other agencies to achieve our objectives.

- **Economic**

We are impacted by the performance of the economy, in terms of our income sources, the increased demands for our services, the rising costs of project delivery and the pressures to attract and retain skilled staff. Uncertainties such as Brexit may negatively impact the national and local economy with knock-on effects on funding available and on our income levels.

- **Social**

We continue to deal with an increasing population, which is relatively young, mobile and well educated. We are also conscious of future demographic challenges. These have implications for resource allocation, the services we provide and how we provide them. The county has the highest level of commuting in the country, which has social and environmental implications that may require significant future investments in the context of heightened societal awareness of climate action objectives.

- **Technology**

We are conscious of ongoing technological advances and where these have potential for enhancement in service delivery, including online services. Technological change is also driving customer expectation, and how and when we engage with citizens and stakeholders.

- **Environmental**

We operate at the frontline of environmental protection and enforcement, remediating legacy waste issues as they are identified, meeting our energy efficiency and emissions reduction targets and driving change through climate adaptation and mitigation measures. More frequent extreme weather events are also influencing how we plan and allocate resources to improve our preparedness.

- **Legal**

We operate in an increasingly complex regulatory environment, including in health and safety, procurement and data protection. We are conscious of our Public Sector Equality and Human Rights Duty and are required to implement this in our range of operations. We are also subject to national performance oversight in the delivery of our key services.

Meath County Council is required to take account of the policies and objectives set out in many other statutory plans, statements and strategies. A list of these key strategies and plans, including relevant Departmental Strategy Statements is set out in Appendix B. The Council also has regard for the Our Public Services 2020 reform agenda and this is reflected in our strategic objectives and supporting strategies. The actions set out in the Council's Annual Service Delivery Plans (ASDPs) will have more explicit links with many of these plans.

Meath – A Socio-Economic Profile

Location:

Meath is situated along the east coast of Ireland and occupies a land area of over 230,000 hectares. It adjoins Dublin to the south and this proximity and its strong functional ties results in Meath being a vital component of the Greater Dublin Area.

Population:

The County's population is 195,044 (Census 2016). This was an increase of 19.8% in 10 years, since 2006. Meath has the highest proportion of residents born outside the county (65%). Some 10.1% of the population is non-national, a slight decrease from 2011. Over 41% of the population has a third level qualification, one of the highest in the state. Approximately 100,000 people are in the active labour force of which 34,000 commute out of Meath each work day. The county is home to the third youngest population in the state, with an average age of 35.2 years (national average is 37.4 years). However, over 10% of the population is over 65 years and this will increase in the future, posing additional challenges for service provision.



Administrative Areas:

Meath is divided into the six Municipal Districts of: Ashbourne; Kells, Navan, Laytown-Bettystown, Ratoath and Trim. The county town is Navan, with a population of over 30,000 people. Other growth areas include Ashbourne, Dunboyne, Dunshaughlin, East Meath, Kells, Ratoath, and Trim. The remainder of the county remains largely rural in nature with a well-developed network of smaller towns and villages. The county forms part of the Eastern and Midlands Region.

Natural Assets:

Meath has a diverse range of landscapes, including ten kilometres of coastline, the drumlin hills in North Meath, rich pastures, tracts of peatland and raised bog in the southwest and the central upland area that includes Tara - the ancient capital of Ireland. This landscape reflects the changing influences of its population over time; from the megalithic sites at Newgrange and Oldcastle, to the Norman castle ruins at Trim, the landed estates at Headfort and Summerhill, the historic and changing network of field boundaries to modern day dynamic settlements such as Navan.

Key Sectors:

The fertile soils provide the basis for a thriving agricultural and food sector and the county's natural and heritage assets support a growing tourism sector. The county is also home to an increasing number of large multinational corporations and has a strong local enterprise base.

Infrastructure:

The county is supported by a well developed road infrastructure system, with 220km of national road, 92km of which is motorway. This provides access to international transport networks at Dublin Airport and Dublin Port and the remainder of the country. Meath also has a higher than national average high-speed broadband coverage.

Internal Environment

To deliver on the objectives in this Corporate Plan, we need the appropriate organisational capacity and culture, which can be impacted by the following factors:

- **Our People**

Our objectives will not be achieved without the understanding and commitment of our staff and the Elected Members.

The Elected Members exercise their mandate in the Council chamber and through various committees of the Council. The Council supports and facilitates their role and provides opportunities for training, development and to keep them up-to-date on policy developments.

In a competitive labour market, we strive to be an employer of choice and seek to attract and retain the best and most skilled staff. We remain committed to the training, well-being and health and safety of our staff and will fully implement the PMDS process to ensure improved performance, greater job satisfaction and more focused training to improve capacity.

- **Corporate Governance**

We continue to adapt to changing demands and as policy requires. We are committed to strong corporate governance processes that demand an understanding of our environment, identifying our risks and reviewing internal systems, structures and processes to ensure we are best placed to deliver our objectives and meet our various statutory obligations.

- **Performance Measurement**

We are committed to continuous examination of our performance. The use of service indicators provides for the benchmarking of performance across all service areas and allows for comparison and analysis in the local government sector.

- **Project and Process Management**

We deal with a growing demand for infrastructure and services in a county with a rapidly growing population. This places demands on a Council which has resource constraints. We have incorporated management methods to prioritise, programme and minimise costs and continue to seek improvements in the delivery of our objectives.

- **Collaboration and Shared Services**

We continue to work with other local authorities and outside bodies to make more efficient use of resources, improve our business processes and achieve our corporate objectives. We have a structured engagement with Louth County Council on strategic and operational issues. We implement a range of sectoral shared service arrangements and continue to deliver our service level agreements with a number of national agencies.

- **Financial Management**

We have greatly improved our financial outlook in recent years, through robust budgetary processes, improvements in revenue collection rates and making stronger bids for grant allocations. We continue to make the case for a more equitable allocation of exchequer funding to the county, while at the same time being prudent with the resources at our disposal.

- **Corporate Facilities and Culture**

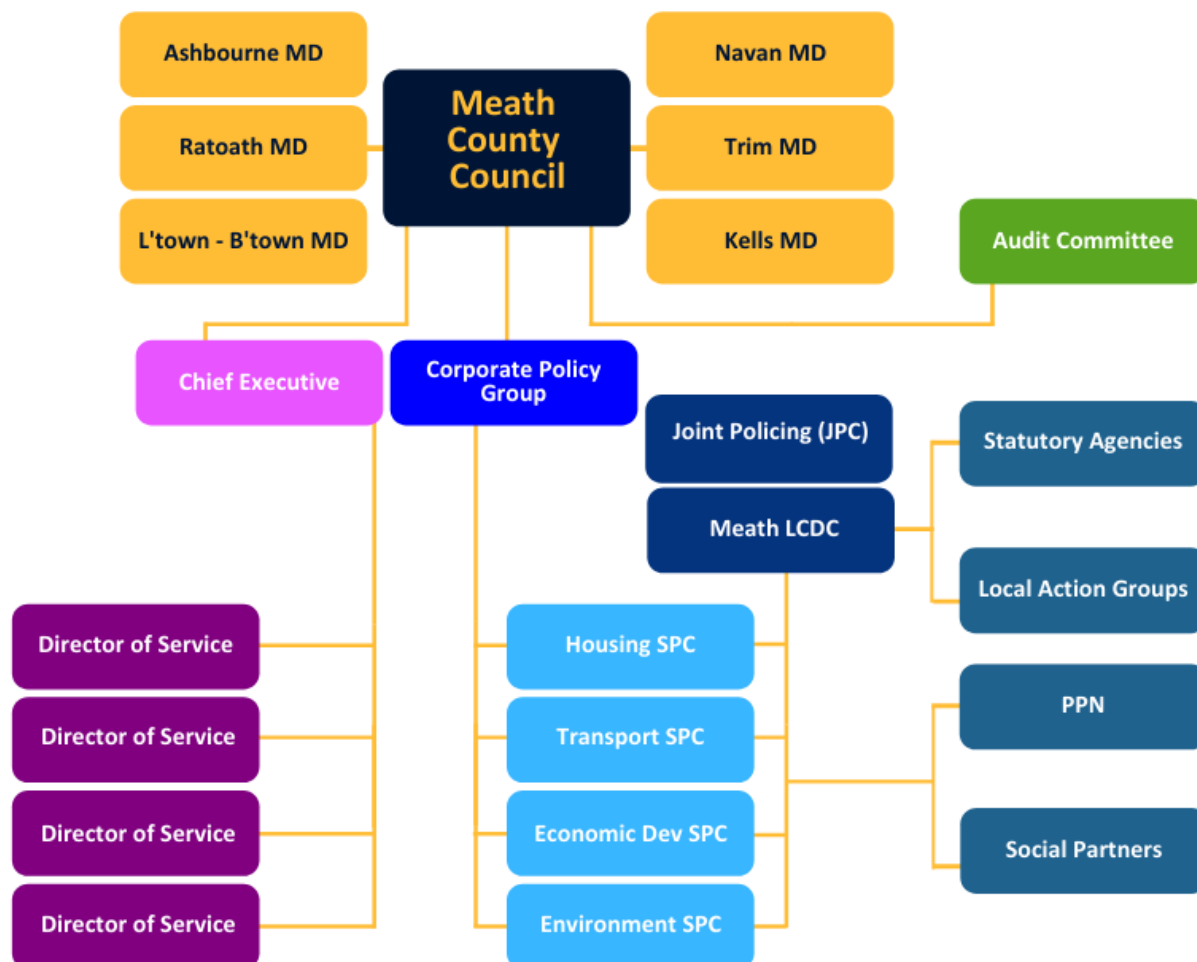
We maintain significant investment in our network of corporate facilities to underpin delivery of quality services, our customer service model and make us more accessible to our citizens and responsive to their needs. The Council headquarters is a strategic asset, engendering strong corporate identity, loyalty and pride, potential for cross-departmental collaboration and supports a positive organisational culture.

Managing Risk

As part of the assessment of our external and internal environment, the Council's Risk Committee reviewed the Corporate and Departmental Risk Registers, 18 in total, and the controls in place to mitigate these. The Risk Committee meets on a quarterly basis and will continue to review the risk environment and provide feedback to the Executive Management Team, as this Corporate Plan is implemented.

Meath County Council

The Council operates through the Elected Members who collectively act as a Board of Directors, working in partnership with the Executive, to develop and implement policy at local level. The Elected Members are assigned specific 'reserved functions', set out in legislation and carry out these functions by way of resolution. The Executive and a number of committees assist and advise the Council with its policy role.



Municipal District (MD)

The reserved functions of the Council are exercised by the Elected Members at two levels. A range of functions remains reserved for the full County Council, sometimes referred to as the Plenary Council. Other functions are performed through the six Municipal Districts (MDs) in the county, as provided for in the Local Government Reform Act 2014. Membership of the six MDs is set out in Appendix E.

Corporate Policy Group (CPG)

The CPG provides a forum for co-ordination and discussion of policy issues, which transcend the remit of the four Strategic Policy Committees (SPC) and Municipal Districts and acts as a link between the SPCs and the full Council. The CPG consists of the Cathaoirleach, the Chairs of the four SPCs, and a representative from each MD not already represented. The CPG is supported by the Chief Executive and the Management Team.

Strategic Policy Committees (SPCs)

The SPCs assist the Council in the formulation, development and review of policy. One third of the membership of each SPC is drawn from sectors relevant to the work of the particular SPC, nominated by the Public Participation Network (PPN) and the sectoral partners. The role of the SPC is to provide external sectoral views and, in doing so, enhance the policy formulation process. Meath has four SPCs as follows: (1) Housing, Community and Cultural Development; (2) Planning, Economic Development, Enterprise and European Affairs; (3) Transportation; and (4) Climate Action and the Environment.

Local Community Development Committee (LCDC)

The LCDC co-ordinates, manages and oversees local development programmes (such as LEADER and SICAP) within the county and to ensure they are effective, consistent and do not duplicate actions. The LCDC is composed of representatives of statutory and non-statutory bodies and oversees the preparation and implementation of the Local Economic and Community Plan (LECP).

Joint Policing Committee (JPC)

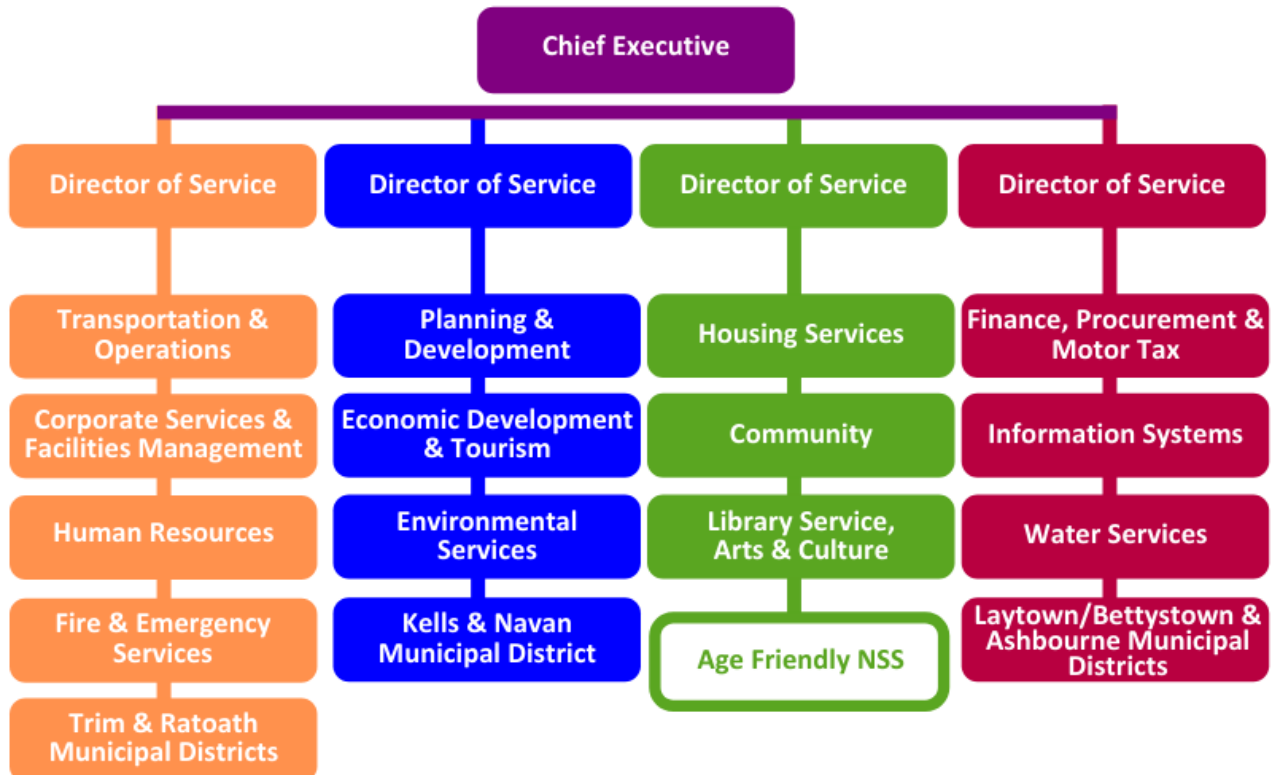
The JPC acts as a forum for consultation, discussion and makes recommendations on matters affecting policing, as provided for under the Garda Síochána Act 2005. It reviews the levels and patterns of crime, disorder and anti-social behaviour and the underlying factors that contribute to these issues. It also advises the Council and the Garda Síochána on how they might best perform their functions to improve safety and quality of life, to prevent crime, disorder and anti-social behaviour.

Audit Committee

The Council has established an independent Audit Committee, in line with best corporate governance practice. It supports the Council by providing an assessment of the financial reporting and management, internal audit processes and risk management policies and practices in the Council. It is chaired by an independent Chairperson, who reports on an annual basis to the full Council.

Management Team

The Management Team has responsibility for the efficient and effective management of the Council and the delivery of its services. The Chief Executive carries out the executive functions and all other functions that are not 'reserved functions' of the Council. With some 850 staff, the Council employees come from a wide range of professional backgrounds with diverse skill sets, qualifications and experience.



Management Team and Departmental Structure

Introduction

Set out below are seven organisation-wide strategic objectives to guide and shape the direction of the Council's actions. To deliver on these, the Council will implement a range of supporting strategies. The supporting strategies are delivered across all departments and functions of the Council and will be further elaborated by the Annual Service Delivery Plans (ASDPs) and the Schedules of Municipal District Works (SMDWs).

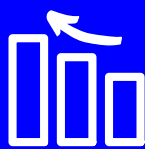
The Council has identified key indicators to measure and track performance, which will also be reviewed annually through the ASDPs.

Strategic Objectives 2019-2024



1 Deliver Excellent Public Services to our Citizens

Meath County Council will focus on providing essential services to improve the quality of life and well-being of people and the prosperity of businesses in the county.



2 Lead Economic Development, Support Enterprise and Employment Creation

Meath County Council will be the lead agency in developing the local economy, with a focus on attracting investment and the creation and retention of jobs in the county.



3 Provide a blend of Solutions to the Complex Housing Challenges at Local Level

Meath County Council will support delivery of a range of solutions to meet the various housing needs, including private, social, affordable, right-size and accessible housing.



4 Support the Transition to a Low Carbon Economy and Lead on Climate Action

Meath County Council will effect positive change at local level on the national transition objective to a low carbon future and on climate resilience.



5 Engage the Wider Community, Increase Participation and work to make Meath an Age Friendly County

Meath County Council will be available to listen, inform and engage with the citizens of Meath. The Council will work to increase community engagement and social inclusion and future-proof what we do to enable the development of sustainable communities.



6 Build Strong, Influential Partnerships to Maximise the County's Potential

Meath County Council will build strong influential partnerships with key stakeholders, to protect and enhance the reputation of the Council and support the delivery of its strategic objectives.



7 Develop Organisational Capability through Innovation and Staff Excellence

Meath County Council will innovate to seek improvements in how it delivers services, including digital services and nurture a culture to make it an employer of choice in the region, where staff are proud to work in its progressive environment.

Introduction

Set out below for each department/business unit are the supporting strategies that will be pursued to help achieve our seven Strategic Objectives. Each supporting strategy is linked with the achievement of one or more Strategic Objectives. Progress in implementing these supporting strategies will be tracked using the NOAC service indicators (and/or other relevant indicators where they exist).

Housing	Service Division A	
Supporting Strategy	Strategic Objective	Indicator
To maximise delivery of high quality, sustainable social housing units across all delivery mechanisms, in fulfilment of the Rebuilding Ireland Action Plan on Homelessness and Housing at local level	1 3	NOAC RBI
To provide appropriate and timely housing solutions to social housing applicants with a disability, and maximise the financial assistance available to private owners in respect of the suite of private adaptation grants	1 3 5	SHPD
To further develop the range of homeless services available within the County to those affected by homelessness, in particular those with high support needs and experience cyclical homelessness	1 3 5	MERHAP
To effectively and efficiently manage our housing stock through adherence to our Routine Maintenance Charter and the development of a systematic planned maintenance programme	1 3 4	RMC
To put in place the necessary focus and resources so as to ensure the accommodation needs of Travellers are strategically addressed over the duration of the Traveller Accommodation Programme 2019-2024	1 3 5	TAP Targets
To deliver a robust private rented inspection programme in order to achieve quality private rental accommodation in the County	1 3	NOAC
To implement recommendations of the Policy Statement on Housing Options for Our Ageing Population, recognising the future demographic changes and ageing of the population in the county.	1 3 5	

*RBI - Re-Building Ireland Targets

SHPD - Strategy for Housing Persons with a Disability

MERHAP - Mid-East Region Homeless Action Plan

TAP - Traveller Accommodation Programme

Transportation		Service Division B	
Supporting Strategy	Strategic Objective	Indicator	
To ensure delivery of a roadworks programme for Non National roads in the County which results in an improved road network year-on-year and is highly cost effective.	1 2	NOAC	
To work closely with the TII to facilitate the delivery of new National Road schemes, as well as maintenance of the current network	1 2 6	NOAC	
To work in conjunction with all Developers, Utility providers (including Broadband) and Government agencies to facilitate the continued development of the County, while protecting our infrastructural assets.	1 2 6		
To identify projects that support the objectives of the Economic Development Strategy and the County Development Plan, and deliver on those projects.	1 2		
To deliver across the county a multi modal infrastructure network, with particular emphasis on sustainable transport measures, including for recreational purposes.	2 4		

Water Services		Service Division C	
Supporting Strategy	Strategic Objective	Indicator	
Be the most competent and efficient authority in the Irish Water regional structure in terms of delivery of objectives identified in multi-annual and annual service plans and in acting as Irish Water's agents under the Service Level Agreement that was adopted in 2014.	1 2 6	NOAC IW SLA	
Influence policies and operations to ensure full compliance with the Waste and Water Framework Directives.	4 6	NOAC IW SLA	

*IW SLA - Irish Water Service Level Agreement Indicators

Planning		Service Division D	
Supporting Strategy	Strategic Objective	Indicator	
Provide an excellent planning service by dealing with all planning applications and building control consent applications in a professional, consistent, fair and transparent way.	1 2 7	NOAC	
Deal promptly, consistently and fairly with all planning enforcement issues and complaints.	1 7	NOAC	
Manage and protect our heritage and promote the understanding and enjoyment of it.	1 5		
Provide an excellent planning service to our key stakeholders including DoECLG, Regional Authority, Transport Infrastructure Ireland, National Transport Authority, Irish Water.	1 2 7		
Address non-compliance with the Building Regulations through the Building Control Operational Plan	1 7	NOAC	

Economic Development and Tourism		Service Division D	
Supporting Strategy	Strategic Objective	Indicator	
Be the lead agency for economic development and be recognised as the first point of contact for economic development in Meath.	1 2 7	NOAC	
Be recognised as pro-active, professional and helpful by the business community.	1 2 7		
Align business supports with Jobs Ireland 2040 initiative.	2		
Build strong influential partnerships with agencies locally, nationally and internationally to promote Meath as the investment location of choice.	2 6		
Place Meath County Council at the heart of the local entrepreneurial eco-system.	2		
Develop Meath and the Boyne Valley as 'must go to' destinations in national and international tourism.	2 6		
Support the retail sector in key locations so it may be in a position to fulfil its true potential and reduce retail leakage from the county.	1 2		
Work towards a thriving and sustainable rural economy.	1 2		

Community Development		Service Division D	
Supporting Strategy	Strategic Objective	Indicator	
Be recognised as the prime agency for Community Development in Meath.	1 5 7	NOAC	
Promote well-being for present and future generations that is inclusive to all in society.	1 5	NOAC	
Support the work of the Local Community Development Committee (LCDC) in the co-ordination, management and delivery of local development programmes and ensuring the effectiveness and consistency between public funded local development programmes in Meath	1 5 7		
Support the work of the Meath Public Participation Network and facilitate the involvement of its members in the policy-making process	1 5 7	NOAC	
Implement the Louth and Meath-New Joint Migrant Integration Strategy 2019 -2022	1 5		
Lead and coordinate the implementation of the Meath Age Friendly programme	1 3 5		
Support people with disabilities to live ordinary lives, in line with the Government's Transforming Lives programme.	1 5 7		
Implement the Meath Digital Strategy	2 5 7		

Age Friendly - National Shared Service Centre	Service Division D	
Supporting Strategy	Strategic Objective	Indicator
Facilitate local authorities to take the lead on changing thinking about ageing, and how public services are planned and delivered for an ageing population.	5 6 7	
Support multi-agency cooperation in finding new, innovative, low or no cost ways to make our communities better places for people to grow old in.	5 6 7	

*National Age Friendly Indicators are under consideration

Environment	Service Division E	
Supporting Strategy	Strategic Objective	Indicator
To effect real positive change with respect to delivery of the national transition objective to a low carbon and a climate resilience future by mainstreaming climate change adaptation and mitigation over time into all functions, operations and services of the local authority and through implementation of the Council's Climate Action Strategy 2019-2024	4 5 7	
Protect and enhance the natural environment of Meath through effective education, awareness, monitoring and enforcement of national and local legislation and policy and actively involving communities and citizens in promoting and maintaining a green and sustainable environment.	1 4 5	NOAC
Implement the provisions of the River Basin Management Plan 2018-2021 in conjunction with other statutory bodies and stakeholders as part of the delivery of water quality improvements.	1 4 6	
Implement the Eastern and Midlands Region Waste Management Plan 2015-2021.	1 2 4	NOAC
To implement all statutory, advisory and administrative roles under the Council's remit relating to responsible animal ownership and management, and the implementation of the Service Contract between the Food Safety Authority of Ireland (FSAI) and the Council in respect of food protection.	1 5 6	
To investigate all reports of dereliction and take enforcement action where necessary, in accordance with the provisions of the <i>Derelict Sites</i> legislation.	1 5	

*Will also use the Recommendation for Minimum Criteria for Environmental Inspections (RMCEI) submitted to EPA

Fire and Emergency Services	Service Division E	
Supporting Strategy	Strategic Objective	Indicator
Provide an excellent and efficient Fire Operations and Prevention Service.	1 5 7	NOAC
Review and up-date the County's Major Emergency Plan	1 6	

Libraries Services		Service Division F	
Supporting Strategy	Strategic Objective	Indicator	
Be the key provider of life-long learning facilities delivering literary, social and cultural services for the community by way of the Library Service.	1 5 7	NOAC	

*Other indicators to be used: Libraries with RFID/Self-issue; My Open Libraries

Arts Office		Service Division F	
Supporting Strategy	Strategic Objective	Indicator	
Provide an excellent Arts Service and promote and develop increased access to, awareness of, and participation in the Arts across all sectors of the community.	1 5 7		
Implementation of the County Arts Development Plan 2019 - 2024	1 5 7		

Corporate Services (including Health & Safety)		Service Division H	
Supporting Strategy	Strategic Objective	Indicator	
Improve our communications and engagement with all citizens and stakeholders to heighten understanding of our role and awareness of our services.	1 5	NOAC	
Provide an excellent, accessible and responsive customer service to underpin customer satisfaction and deliver on the objectives of our Customer Charter, including through an up-graded CRM system.	1 7		
Continue to strengthen our governance and business planning processes, including an update on the Business Continuity Plan for the organisation.	1 7		
Ensure our compliance with data privacy and access to information legislation.	1 7		
Further develop our relationships with key stakeholders, including Government Departments in order that we may influence future strategies and with our twinning partners at county and Municipal District levels.	6 7		
Optimise the use of our assets (Buildings and facilities) for the benefit of the organisation and the community.	1 5		
Consolidate a safety and health culture as a core value of the organisation through the implementation of our Safety Management System.	7		
Implement the Public Sector Duty by assessing the relevant issues and putting in place measures to address them	1 5 7		

Finance		Service Division J	
Supporting Strategy	Strategic Objective	Indicator	
Develop future financial plans and budgets based on a transparent funding scheme with predetermined criteria including exploring new funding streams, maximising income and achieving value for money. Work towards significantly reducing financial exposure.	1 7	NOAC	
Work in ways that realise better and more efficient services for customers, staff and stakeholders.	1 7	NOAC	
Ensure that procurement is embedded within the culture of the organisation and provides a predictable procurement process that is operated professionally, which mitigates against risk, ensures compliance and delivers value for money.	1 7		

Human Resources		Service Division J	
Supporting Strategy	Strategic Objective	Indicator	
Continue to plan and deliver the organisation's workforce requirements.	1 7	NOAC	
Work towards being an employer of choice.	1 7		
Create a culture of continuous learning and development.	7		
Empower and enable our managers and supervisors.	7		
Promote positive employee relations and engagement.	1 7		
Create a fair, supportive and healthy working environment.	7		

Information Systems	Service Division J	
	Strategic Objective	Indicator
Implement actions to achieve the objectives of the Public Service ICT Strategy	1 7	
Embed information as a core asset of the organisation which is valued and maintained accordingly, and is easily accessible to support decision making at all levels.	7	NOAC
Support core business processes with integrated software systems that are prioritised on the basis of delivering our strategic objectives.	1 7	
Ensure information and services are readily accessible to customers via the most appropriate channels.	1 7	
Use of GIS and roll out of map enabled on-line services	1 7	
Exploit mobile technology and develop further our infrastructure and systems architecture so that staff and customers can use individually and collectively our information systems in an efficient, secure and ubiquitous manner	1 7	
Analyse new trends and new technology capability for relevance and integration to Council activities. Partner and benchmark with other progressive Local Authorities and public service organisations.	1 6 7	
Improve methods and information systems in knowledge, skills and document management, service management, stakeholder management, project management and process management. Share best practices across departments.	1 7	

Ownership of the Supporting Strategies

The supporting strategies will be delivered by individual departments but a number will be implemented through internal cross-departmental cooperation.

Meath County Council also has a number of formal partnerships to help deliver its strategic objectives in a more effective and functional manner. Most notably the Council works closely with Louth County Council on strategic and operational issues including on: (a) a functional approach to service delivery and the future development of Drogheda and its environs; (b) the establishment of Boyne Valley Tourism Limited, the local tourism development agency for both counties; (c) the sharing of the Food Development Officer; and (d) the development of the Joint Migrant Integration Strategy for both counties. This cooperation will continue and evolve during 2019-2024, to support the realisation of common objectives.

The Council also works with other local authorities to support excellence and deliver resource savings. For example, it is currently working with Limerick City and County Council in developing an up-grade to its Customer Relations Management (CRM) system. Meath County Council will continue to identify opportunities to work with others, to gain greatest use of the resources at its disposal.

The Council, as with all local authorities, has a Service Level Agreement with Irish Water for the provision of essential water and wastewater operational services, with the Food Safety Authority of Ireland for veterinary services and with Enterprise Ireland in terms of the services of the Meath Local Enterprise Office. These arrangements are monitored and subject to review.

Meath County Council also hosts the National Age Friendly Ireland Shared Service Centre on behalf of all local authorities. It supports and provides technical guidance to the 31 local authority-led, multi-agency Age Friendly City and County Programmes and drives policy change in the provision of services to an aging population. The Centre is funded by contributions from all local authorities and works with a broad range of stakeholders.

Meath County Council also supports the objective of efficiency in the local government sector and will continue to engage with the reform process through the Programme Management Office (PMO), where further potential efficiencies can be realised.

Introduction

This Corporate Plan reflects current demands, challenges and priorities for Meath County Council over the next five years and is based on an assessment of our operating environment and on what is realistic in the context of likely resource availability.

Objectives and Resource Alignment

The Executive, working with the Corporate Policy Group (CPG), will have overall responsibility for the implementation of the Corporate Plan. Each year, an alignment of the strategic objectives in this Plan and the financial resources available to the Council will be an integral part of the Annual Budget process. The Executive and CPG 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.

This Plan also forms part of our workforce planning and performance management framework, informing the various departmental and team plans within the organisation and the individual annual Personal Development Plans (PDPs) of every staff member. This will ensure clear linkage between individual performance and overall organisational strategy.



Hierarchy of Strategy and Performance

Implementation Monitoring and Reporting

On adoption of this Corporate Plan, focus will be on implementing its objectives.

Implementation

The implementation involves the production of an Annual Service Delivery Plan (ASDP) in line with the approved Annual Budget and Capital Plan. The Annual Service Delivery Plan will set out the activities to be undertaken across all key functional areas of the Council and how they deliver on the Corporate Plan objectives. It is also linked to the performance management and development system (PMDS) and relevant performance indicators developed by the National Oversight and Audit Commission (NOAC).

A key part of the annual budget process is the engagement at Municipal District level on the financial allocations and the levels of discretionary funding available at municipal level. Once the level of funding is set, the Elected Members in the six MDs will also agree the annual Schedules of Municipal District Works, in line with the broader corporate objectives.

Monitoring

Metrics are set out in this Plan to validate progress and the status of the strategic actions, see Appendix A. These metrics rely on the national service indicators established by the NOAC for the local government sector. The Council will also use a number of other appropriate metrics, where data is collected and readily available. It is the intention of Meath County Council to expand the range of indicators it will use during the lifetime of this plan to measure progress and support evidence-based policy making. The plan will use 2018 as the baseline measure.

The Council is in receipt of greater levels of Central Government grants and funding and will monitor the financial and qualitative impact of these on the achievement of its strategic objectives over the lifetime of the Corporate Plan.

Reporting

Progress reporting will be undertaken through a number of mechanisms over the 2019-2024 period, which will provide oversight of the delivery of the strategic objectives, most notably through:

- (a) Monthly Management Report to Council;
- (b) Annual Progress Report to Council;
- (c) Annual Report of the Council;
- (d) Annual National Service Indicators Report (produced by NOAC); and
- (e) Annual Financial Statement and Audit Reports.

Review

A review procedure for this Corporate Plan is provided for in section 134(8) of the Local Government Act 2001. Meath County Council will undertake a review having regard to any recommendations made to it or on a sector-wide basis by the NOAC in respect of the adequacy of this Corporate Plan.

A. Key Indicators

B. List of Relevant Strategies and Plans (national, regional and local)

C. Preparing our Plan - Consultation Process

D. Our Public Sector Duty - What we will do

E. Elected Members - Municipal Districts

NOAC Indicators

Meath County Council will use the national service indicators established by the National Oversight and Audit Commission (NOAC) for the local government sector. These apply across all key service areas. The Council will use the 2018 data as the baseline for monitoring progress in achieving its objectives in the 2019-2024 period.

The Council will complement the NOAC indicators with other data, such as that required under the Rebuilding Ireland Programme for housing or that generated under the Service Level Agreement with Irish Water. The intention is to use indicators for all service area, where available, and these will be incorporated and expanded on in the Annual Service Delivery Plans and Progress Reports.

Housing (Indicator H1 to H6)

Topic	Indicator	Baseline 2018
Housing: H1, H2 & H4	A. No. of dwellings in the ownership of the LA at 1/1/2018	2941
	B. No. of dwellings added to the LA owned stock during 2018 (whether constructed or acquired)	187
	C. No. of LA owned dwellings sold in 2018	12
	D. No. of LA owned dwellings demolished in 2018	0
	E. No. of dwellings in the ownership of the LA at 31/12/2018	3116
	F. No. of LA owned dwellings planned for demolition under a DHPLG approved scheme	0
	A. The percentage of the total number of LA owned dwellings that were vacant on 31/12/2018	3.63 %
	The number of dwellings within their overall stock that were not tenanted on 31/12/2018	113
	A. Expenditure during 2018 on the maintenance of LA housing compiled from 1 January 2018 to 31 December 2018, divided by the no. of dwellings in the LA stock at 31/12/2018, i.e. the H1E less H1F indicator figure	€943.04
	Expenditure on maintenance of LA stock compiled from 1 January 2018 to 31 December 2018, including planned maintenance and expenditure that qualified for grants, such as SEAI grants for energy efficient retro-fitting works or the Fabric Upgrade Programme but excluding expenditure on vacant properties and expenditure under approved major refurbishment schemes (i.e. approved Regeneration or under the Remedial Works Schemes).	€2938505
	Expenditure on maintenance of LA stock compiled from 1 January 2017 to 31 December 2017, including planned maintenance and expenditure that qualified for grants, such as SEAI grants for energy efficient retro-fitting works or the Fabric Upgrade Programme but excluding expenditure on vacant properties and expenditure under approved major refurbishment schemes (i.e. approved Regeneration or under the Remedial Works Schemes).	€2315253
Housing: H3 & H5	A. The time taken from the date of vacation of a dwelling to the date in 2018 when the dwelling is re-tenanted, averaged across all dwellings re-let during 2018	25.59 wk

	B. The cost expended on getting the dwellings re-tenanted in 2018, averaged across all dwellings re-let in 2018	€30312.5
	The number of dwellings that were re-tenanted on any date in 2018 (but excluding all those that had been vacant due to an estate-wide refurbishment scheme)	64
	The number of weeks from the date of vacation to the date the dwelling is re-tenanted	1638 wk
	Total expenditure on works necessary to enable re-letting of the dwellings	€1940000
	The time taken from the date of vacation of a dwelling to the date in 2017 when the dwelling is re-tenanted, averaged across all dwellings re-let during 2017	57.77 wk
	The cost expended on getting the dwellings re-tenanted in 2017, averaged across all dwellings re-let in 2017	€28878.05
	In 2017, the number of dwellings that were re-tenanted (but excluding all those that had been vacant due to an estate-wide refurbishment scheme)	123
	In 2017, the number of weeks from the date of vacation to the date the dwelling is re-tenanted	7106 wk
	In 2017, Total expenditure on works necessary to enable re-letting of the dwellings	€3552000
	A. Total number of registered tenancies in the LA area at end of June 2018	7878
	B. Number of rented dwellings inspected in 2018	407
	C. Percentage of inspected dwellings in 2018 that were found not to be compliant with the Standards Regulations	90.66 %
	D. Number of non-compliant dwellings that became compliant during 2018	11
	The number of dwellings inspected in 2018 that were found not to be compliant with the Housing (Standards for Rented Houses) Regulations	369
Housing: H6	A. Number of adult individuals in emergency accommodation that are long-term homeless as a % of the total number of homeless adult individuals in emergency accommodation at the end of 2018	41.67 %
	The number of adult individuals classified as homeless and in emergency accommodation on the night of 31 December 2018 as recorded on the PASS system	108
	The number out of those individuals who, on 31/12/2018, had been in emergency accommodation for 6 months continuously, or for 6 months cumulatively within the previous 12 months	45

Roads (R1 to R3)

Topic	Indicator	Baseline 2018
Roads: R1 & R2	The % of Regional road kilometres that received a PSCI rating in the 24 month period prior to 31/12/2018	100 %
	The % of Local Primary road kilometres that received a PSCI rating in the 24 month period prior to 31/12/2018	97 %
	The % of Local Secondary road kilometres that received a PSCI rating in the 24 month period prior to 31/12/2018	98 %
	The % of Local Tertiary road kilometres that received a PSCI rating in the 60 month period prior to 31/12/2018	93 %
	The % of total Regional road kilometres with a PSCI rating of 1-4 at 31/12/2018	8 %
	The % of total Regional road kilometres with a PSCI rating of 5-6 at 31/12/2018	14 %
	The % of total Regional road kilometres with a PSCI rating of 7-8 at 31/12/2018	30 %
	The % of total Regional road kilometres with a PSCI rating of 9-10 at 31/12/2018	47 %
	The % of total Local Primary road kilometres with a PSCI rating of 1-4 at 31/12/2018	17 %
	The % of total Local Primary road kilometres with a PSCI rating of 5-6 at 31/12/2018	7 %
	The % of total Local Primary road kilometres with a PSCI rating of 7-8 at 31/12/2018	49 %
	The % of total Local Primary road kilometres with a PSCI rating of 9-10 at 31/12/2018	27 %
	The % of total Local Secondary road kilometres with a PSCI rating of 1-4 at 31/12/2018	25 %
	The % of total Local Secondary road kilometres with a PSCI rating of 5-6 at 31/12/2018	6 %
	The % of total Local Secondary road kilometres with a PSCI rating of 7-8 at 31/12/2018	45 %
	The % of total Local Secondary road kilometres with a PSCI rating of 9-10 at 31/12/2018	23 %
	The % of total Local Tertiary road kilometres with a PSCI rating of 1-4 at 31/12/2018	31 %
	The % of total Local Tertiary road kilometres with a PSCI rating of 5-6 at 31/12/2018	9 %
	The % of total Local Tertiary road kilometres with a PSCI rating of 7-8 at 31/12/2018	43 %
	The % of total Local Tertiary road kilometres with a PSCI rating of 9-10 at 31/12/2018	11 %
	A1. Kilometres of regional road strengthened during 2018	19.8 km
	A2. The amount expended on regional roads strengthening work during 2018	€3602923.00
	B1. Kilometres of regional road resealed during 2018	15.8 km
	B2. The amount expended on regional road resealing work during 2018	€553529.00
	C1. Kilometres of local road strengthened during 2018	62.5 km
	C2. The amount expended on local road strengthening work during 2018	€6301820.00
	D1. Kilometres of local road resealed during 2018	83.2 km
	D2. The amount expended on local road resealing work during 2018	€1872883.00

Motor Tax: R3	A. The percentage of motor tax transactions which were dealt with online (i.e. transaction is processed and the tax disc is issued) in 2018	84.24 %
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Water (W1)

Topic	Indicator	Baseline 2018
Water: W1	% of Private Drinking Water Schemes in compliance with statutory requirements in respect of the monitoring of the quality of private drinking water supplies during 2018	1.00 %

Waste/Environment (E1 to E4)

Topic	Indicator	Baseline 2018
Waste: E1	A. The number of households, based on the 2016 Census, who are situated in an area covered by a licensed operator providing a 3 bin service at 31/12/2018	25188
	B. The % of households within the local authority (also as per the 2016 Census) that the number at A represents	39.44 %
Environmental Pollution: E2	A1. Total number of pollution cases in respect of which a complaint was made during 2018	1429
	A2. Number of pollution cases closed from 1/1/2017 to 31/12/2018	1420
	A3. Total number of cases on hands at 31/12/2018	56
	The opening number of cases carried forward from the year end 2017	47
Litter Pollution: E3	A1. The % of the area within the LA that when surveyed in 2018 was unpolluted or litter free	15 %
	A2. The % of the area within the LA that when surveyed in 2018 was slightly polluted	51 %
	A3. The % of the area within the LA that when surveyed in 2018 was moderately polluted	29 %
	A4. The % of the area within the LA that when surveyed in 2018 was significantly polluted	5 %
	A5. The % of the area within the LA that when surveyed in 2018 was grossly polluted	1 %
Green Flag Status: E4	A. The % of schools that have been awarded green flag status	44.93 %

Planning (P1 to P5)

Topic	Indicator	Baseline 2018
Planning: P1	A. Buildings inspected as a percentage of new buildings notified to the local authority	43.87 %
	Total number of new buildings notified to the local authority i.e. buildings where a valid Commencement Notice was served in the period 1/1/2018 to 31/12/2018 by a builder or developer on the local authority	1712
	Number of new buildings notified to the local authority in 2018 that were the subject of at least one on-site inspection during 2018 undertaken by the local authority	751
Planning: P2 & P3	A. Number of LA planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the Board on any date in 2018	46
	B. % of the determinations at A which confirmed (either with or without variation) the decision made by the LA	54.35 %
	Number of determinations confirming the LA's decision (either with or without variation)	25
	A. Total number of planning cases referred to or initiated by the local authority in the period 1/1/2018 to 31/12/2018 that were investigated	365
	B. Total number of investigated cases that were closed during 2018	349
	C. % of the cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development	52.15 %
	D. % of cases at B that were resolved to the LA's satisfaction through negotiations	42.12 %
	E. % Cases at B that were closed due to enforcement proceedings	5.73 %
	F. Total number of planning cases being investigated as at 31/12/2018	1071
	Number of cases at 'B' that were dismissed under section 152(2), Planning and Development Act 2000	182
	Number of cases at 'B' that were resolved to the LA's satisfaction through negotiations	147
	Number of cases at 'B' that were closed due to enforcement proceedings	20

Planning: P4 & P5	A. The 2018 Annual Financial Statement (AFS) Programme D data divided by the population of the LA area per the 2016 Census	€27.24
	AFS Programme D data consisting of D01 - Forward Planning, D02 - Development Management, D03 - Enforcement (inclusive of the relevant Programme D proportion of the central management charge) for 2018	€5312105
	A. The percentage of applications for fire safety certificates received in 2018 that were decided (granted or refused) within two months of their receipt	53.77 %
	B. The percentage of applications for fire safety certificates received in 2018 that were decided (granted or refused) within an extended period agreed with the applicant	31.13 %
	The total number of applications for fire safety certificates received in 2018 that were not withdrawn by the applicant	106
	The number of applications for fire safety certificates received in 2018 that were decided (granted or refused) within two months of the date of receipt of the application	57
	The number of applications for fire safety certificates received in 2018 that were decided (granted or refused) within an agreed extended time period	33

Fire Services (F1 to F3)

Topic	Indicator	Baseline 2018
Fire Service: F1	A. The Annual Financial Statement (AFS) Programme E expenditure data for 2018 divided by the population of the LA area per the 2016 Census figures for the population served by the fire authority as per the Risk Based Approach Phase One reports	€31.56
	AFS Programme E expenditure data consisting of E11 - Operation of Fire Service and E12 - Fire Prevention for 2018	€4999402
Fire Service: F2 & F3	A. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of fire	
	B. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of fire	5.26 min
	C. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of all other (non-fire) emergency incidents	
	D. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of all other (non-fire) emergency incidents	5.47 min
	A. % of cases in respect of fire in which first attendance at scene is within 10 minutes	30.25 %
	B. % of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes	52.66 %
	C. % of cases in respect of fire in which first attendance at the scene is after 20 minutes	17.09 %
	D. % of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes	26.42 %
	E. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes	52.36 %
	F. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes	21.23 %
	Total number of call-outs in respect of fires from 1/1/2018 to 31/12/2018	712
	Number of these fire cases where first fire tender attendance at the scene is within 10 minutes	216
	Number of these fire cases in which first fire tender attendance at the scene is after 10 minutes but within 20 minutes	376
	Number of these fire cases in which first fire tender attendance at the scene is after 20 minutes	122
	Total number of call-outs in respect of all other emergency incidents (i.e. not including fire) from 1/1/2018 to 31/12/2018	424
	Number of these non-fire cases in which first fire tender attendance at the scene is within 10 minutes	112
	Number of these non-fire cases in which first fire tender attendance at the scene is after 10 minutes but within 20 minutes	222
	Number of these non-fire cases in which first fire tender attendance at the scene is after 20 minutes	90

Library/Recreation (L1 and L2)

Topic	Indicator	Baseline 2018
Library Service: L1	A. Number of visits to libraries per head of population for the LA area per the 2016 Census	3.16
	B. Number of items issued to borrowers in the year	414428
	Number of visits to its libraries from 1/1/2018 to 31/12/2018	615826
Library Service: L2	A. The Annual Financial Statement (AFS) Programme F data for 2018 divided by the population of the LA area per the 2016 Census	€21.21
	AFS Programme F data consisting of F02 - Operation of Library and Archival Service (inclusive of the relevant proportion of the central management charge for Programme F) for 2018	€4137293

Youth and Community (Y1 and Y2)

Topic	Indicator	Baseline 2018
Youth and Community: Y1 & Y2	A. Percentage of local schools involved in the local Youth Council/Comhairle na nÓg scheme	61.90 %
	Total number of second level schools in the LA area at 31/12/2018	21
	Number of second level schools in the LA area from which representatives attended the local Comhairle na nÓg AGM held in 2018	13
	A. Number of organisations included in the County Register and the proportion who opted to be part of the Social Inclusion College within the PPN	12.46
	Total number of organisations included in the County Register for the local authority area as at 31/12/2018	610
	Total number of those organisations that registered for the first time in 2018	80
	Number of organisations that opted to join the Social Inclusion Electoral College on whatever date they registered for the PPN	76

Corporate (C1 to C5)

Topic	Indicator	Baseline 2018
Corporate: C1, C2, C4 & C5	A. The wholetime equivalent staffing number as at 31 December 2018	696.35
	A. Percentage of paid working days lost to sickness absence through medically certified leave in 2018	2.98 %
	B. Percentage of paid working days lost to sickness absence through self-certified leave in 2018	0.38 %
	Total Number of working days lost to sickness absence through medically certified leave in 2018	5827 day
	Total Number of working days lost to sickness absence through self-certified leave in 2018	606 day
	Number of unpaid working days lost to sickness absence included within the total of self-certified sick leave days in 2018	0 day
	Number of unpaid working days lost to sickness absence included within the total of medically certified sick leave days in 2018	1112 day
	If any staff are on long-term sick leave (i.e. a continuous period of more than 4 weeks), include a text note of the number of staff on long-term sick leave	There are currently 11 staff out for a period of 4 weeks or more.
	A. All ICT expenditure in the period from 1/1/2018 to 31/12/2018, divided by the WTE no.	€3597.68
	Total ICT expenditure in 2018	€2505243.2
	All ICT expenditure in the period from 1/1/2017 to 31/12/2017, divided by the 2017 WTE no.	€3265.59
	Total ICT expenditure in 2017	€2203291.46
	A. All ICT expenditure calculated in C4 as a proportion of Revenue expenditure	2.14
	Total Revenue expenditure from 1/1/2018 to 31/12/2018 before transfers to or from reserves	116908479
Corporate: C3	A. Total page views of the local authority's websites in 2018	2110556
	B. Total number of followers at end 2018 of the LA's social media accounts	82974
	The number of social media accounts operated by the local authority	40

Finance (M1 and M2)

Topic	Indicator	Baseline 2018
Finance: M1 & M2	A. Cumulative surplus/deficit balance at 31/12/2014 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€-3840500
	B. Cumulative surplus/deficit balance at 31/12/2015 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€-2892155
	C. Cumulative surplus/deficit balance at 31/12/2016 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€-2495446
	D. Cumulative surplus/deficit balance at 31/12/2017 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€-1287437
	E. Cumulative surplus/deficit balance at 31/12/2018 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€-952361
	F. Cumulative surplus or deficit at 31/12/2018 as a percentage of Total Income in 2018 from the Income and Expenditure Account Statement of the AFS	-0.77 %
	G. Revenue expenditure per capita in 2018	€599.40
	The 2018 Total Income figure from the Income and Expenditure Account Statement of the AFS	€123427229
	The 2018 Total Expenditure figure from the Income and Expenditure Account Statement of the AFS	€116908479
	Collection level of Rates from the Annual Financial Statement for 2014	81.0 %
	Collection level of Rates from the Annual Financial Statement for 2015	85.0 %
	Collection level of Rates from the Annual Financial Statement for 2016	89.0 %
	Collection level of Rates from the Annual Financial Statement for 2017	92.0 %
	Collection level of Rates from the Annual Financial Statement for 2018	93 %
	Collection level of Rent & Annuities from the Annual Financial Statement for 2014	84.0 %
	Collection level of Rent & Annuities from the Annual Financial Statement for 2015	86.0 %
	Collection level of Rent & Annuities from the Annual Financial Statement for 2016	87.0 %
	Collection level of Rent & Annuities from the Annual Financial Statement for 2017	89.0 %
	Collection level of Rent & Annuities from the Annual Financial Statement for 2018	89 %
	Collection level of Housing Loans from the Annual Financial Statement for 2014	63.0 %
	Collection level of Housing Loans from the Annual Financial Statement for 2015	66.0 %
	Collection level of Housing Loans from the Annual Financial Statement for 2016	67.0 %
	Collection level of Housing Loans from the Annual Financial Statement for 2017	67.0 %
	Collection level of Housing Loans from the Annual Financial Statement for 2018	73 %

Economic Development (J1 to J4)

Topic	Indicator	Baseline 2018
Economic Development: J1 to J4	A. The no. of jobs created with assistance from the Local Enterprise Office during the period 1/1/2018 to 31/12/2018	143.0
	A. The no. of trading online voucher applications approved by the Local Enterprise Office in 2018	22
	B. The no. of those trading online vouchers that were drawn down in 2018	14
	A. The no. of participants who received mentoring during the period 1/1/2018 to 31/12/2018	306
	A. Does the local authority have a current tourism strategy?	Yes
	B. Does the local authority have a designated Tourism Officer?	Yes

List of Strategies and Plans influencing Meath County Council's Activities

Given the broad scope of functions and services that Meath County Council delivers, we must have regard to a wide range of national, regional and local strategies and policies, many of which are meeting Ireland's obligations under EU legislation. The Council is active, either directly or through sectoral bodies such as the Local Government Management Agency, in working with Government Departments and other agencies in meeting policy objectives. Outlined below is a non-exhaustive list of relevant strategies and plans to the realisation of our Corporate Plan objectives.

National

Statement of Strategy 2017-2020 – Department of Housing, Planning & Local Government

- Re-Building Ireland – Action Plan for Housing and Homelessness (2016)
- National Vacant Housing Reuse Strategy
- National Housing Strategy for People with a Disability (NHSPWD)
- National Traveller and Roma Inclusion Strategy 2017-2021
- Housing First National Implementation Plan 2018 – 2021
- Housing Options for Our Aging Population – Policy Statement (2019) ·
- Strategy for the Rented Sector - Inspection Targets
- Project Ireland 2040 – National Planning Framework
- National Development Plan 2018 – 2027
- Marine Planning Policy Statement
- National Marine Planning Framework
- River Basin Management Plan for Ireland 2018-2021
- Guidelines on the Planning System and Flood Risk Management
- National Flood Forecasting and Warning Service
- Flood Risk Management Plans and Maps produced under National CFRAM
- Water Services Policy Statement 2018-2025
- Framework for Building Control Authorities
- Enforcement of Energy Performance of Buildings Directive
- Met Eireann Strategic Plan 2017-2027

Statement of Strategy 2019-2021 – Department of Communications, Climate Action & Environment

- Climate Action Plan 2019 - to Tackle Climate Disruption
- National Adaptation Framework (2018)
- National Mitigation Plan (2017)
- Local Authority Adaptation Strategy Development Guidelines (2018)
- EU Strategy on Adaptation to Climate Change
- Public Sector Energy Efficiency Strategy
- Renewable Electricity Policy and Development Framework (REPDF)
- Wind Energy Development Guidelines (WEDGS)
- Sustainable Development Goals - National Implementation Plan (2018)
- National Broadband Plan
- National Digital Strategy
- National Cyber Security Strategy
- All Ireland Pollinator Plan 2015-2020

Statement of Strategy 2016-2019 – Department of Transport, Tourism and Sport

People, Place and Policy – Growing Tourism to 2025

Strategy for the Future Development of National and Regional Greenways

National Sports Policy 2018 - 2027

National Oil Spill Contingency Plan 2019

National Search and Rescue Plan 2019

Statement of Strategy 2017-2020 – Department of Rural and Community Development

- Realising Our Rural Potential - Action Plan for Rural Development
- Tourism Development and Innovation: A Strategy for Investment 2016-2022
- Framework Policy for Local Community Development
- Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland
- National Social Enterprise Policy for Ireland 2019-2022
- Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities

Statement of Strategy 2018-2020 – Department of Culture, Heritage and the Gaeltacht

- National Heritage Plan - Heritage Ireland 2030
- National Landscape Strategy for Ireland 2015-2025
- National Language Strategy 2010-2030
- Action Plan 2018-2022 – for the 20 Year Strategy for the Irish Language 2010-2030
- A Framework for Collaboration – Agreement between the Arts Council and the CCMA
- Decade of Centenaries 2016-2023 Guidance
- Project Ireland Investing in our Culture, Language & Heritage 2018-2027
- Audio Visual Action Plan

Statement of Strategy 2016-2019 – Department of Public Expenditure and Reform

- Our Public Services 2020 – Public Service Reform Programme
- Public Spending Code
- Open Data Strategy 2017-2022
- Public Service ICT Strategy
- eGovernment Strategy 2017–2020
- Cloud Computing Advice Note October 2019
- Regulation of Lobbying
- Freedom of Information
- General Data Protection Regulation and Data Protection Acts
- Public Service Data Strategy 2019-2023
- Policy on Property Acquisition and Disposal
- Protocols on Transfer and Sharing of Property Assets

Statement of Strategy 2018-2021 – Department of Business, Enterprise and Innovation

- Innovation 2020 - Ireland's strategy for research and development, science and technology

Statement of Strategy 2016-2019 – Department of Children and Youth Affairs

- Brighter Outcomes Better Futures: The national policy framework for children and young people 2014-2020

Statement of Strategy 2017-2019 – Department of Employment and Social Protection

- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025
- Transforming Lives Programme - reform of Disability Services in Ireland

Other

- National Positive Ageing Strategy
- WHO Global Age Friendly Cities Guide
- Dublin Declaration on Age Friendly Cities 2013
- Arts Council Strategy Making Great Art Work 2016 – 2025

Regional

- Regional Spatial and Economic Strategy 2019-2031 – Eastern and Midland Region
- ERDF Operational Programmes 2014-2020 – Southern and Eastern Region
- Transport Strategy for the Greater Dublin Area 2016 – 2035
- Greater Dublin Area Cycle Network Plan
- Mid-East Regional Enterprise Plan 2020
- Mid East Region Homelessness Action Plan 2018 – 2020
- Eastern-Midlands Region Waste Management Plan 2015 – 2021
- Greater Dublin Drainage Strategy Overview & Future Strategic Needs Asset Planning (2018)
- Flood Risk Management Plans and Maps (OPW)
- EIP European Innovation Partnership on Active and Healthy Ageing

Local

- Meath Economic Development Strategy 2014-2022
- Meath County Development Plan 2013-2019 (Under Review) (and various Local Area Plans)
- Meath Local Economic and Community Plan 2016-2021
- Louth Meath Migrant Integration Strategy 2019-2022
- Meath Age Friendly Strategy 2017-2020
- Boyne Valley Food Strategy 2016-2021
- Boyne Valley Tourism Strategy 2020
- Meath Digital Strategy 2019
- Meath Climate Action Strategy 2019-2024
- Meath Litter Management Plan 2019-2021
- Meath Road Safety Plan 2013-2020
- County Meath Heritage Plan 2015-2020
- County Meath Biodiversity Plan 2015-2020
- Meath County Arts Development Plan 2019-2024
- Meath Culture and Creativity Strategy 2018-2022
- Meath Traveller Accommodation Programme 2019 – 2024
- County Meath Vacant Units Action Plan
- Meath Housing Strategy for Persons with a Disability
- Strategic Development & Management Plan for Meath County Council Lands (Housing)
- Meath Local Sports Partnership Strategic Plan
- Healthy Meath Strategy 2019-2021
- Meath Major Emergency Plan 2015

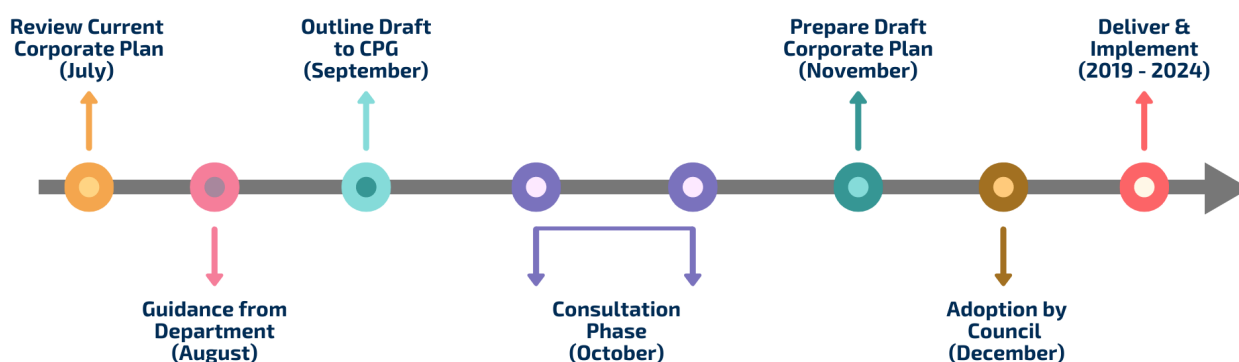
Preparing Our Plan – Consultation Process

Introduction

In preparing this Corporate Plan, Meath County Council sought input from internal and external stakeholders to help engender ownership of the Plan and support its embeddedness in the work of the Council. The review of the 2014-2019 Plan commenced in July and it and the guidance issued by the Department in August provided the basis for preparing an Outline Corporate Plan, which was presented to the Corporate Policy Group in September.

This Outline Corporate Plan was used as the basis for the consultation process, which took place during the month of October:

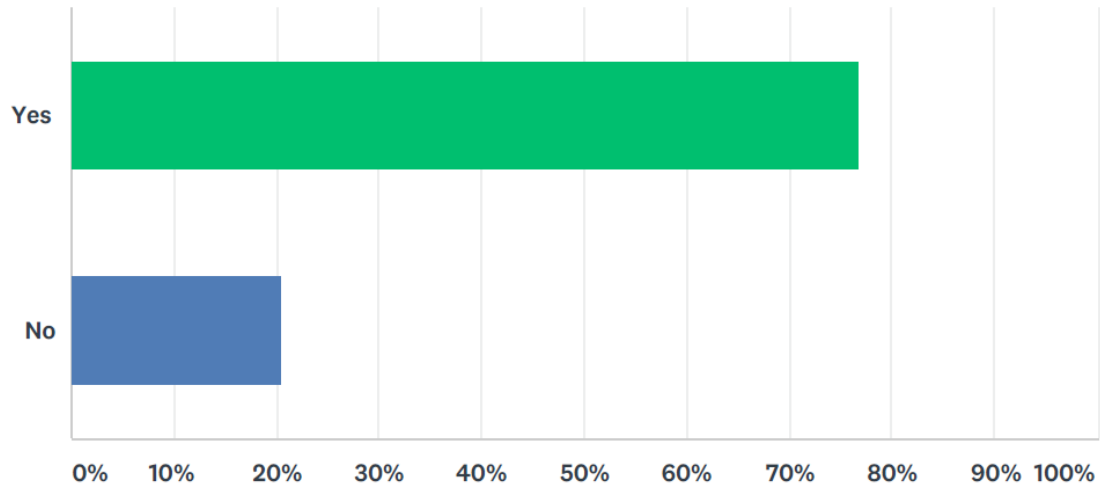
Overview of the Process of Adopting the Corporate Plan



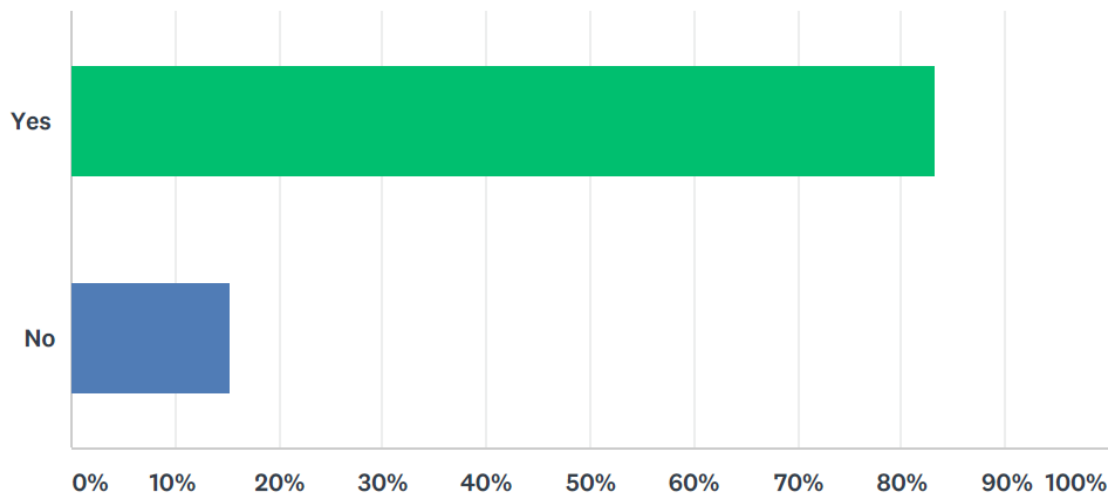
The consultation approach used was a semi-structured questionnaire, where participants were provided with key sections of the Outline Corporate Plan and asked a series of questions as to whether they were appropriate and/or comprehensive. Participants also had the opportunity to provide additional information.

To facilitate this approach and to encourage participation, different consultation platforms were used for different stakeholders. SurveyMonkey was used for Council staff and for members of the Public Participation Network. The Council's consultation portal was used for members of the public and external stakeholders. Also, presentations were made at meetings of the SPCs and the LCDC, as part of the consultation process, with members of these committees given the option of submitting input in various formats.

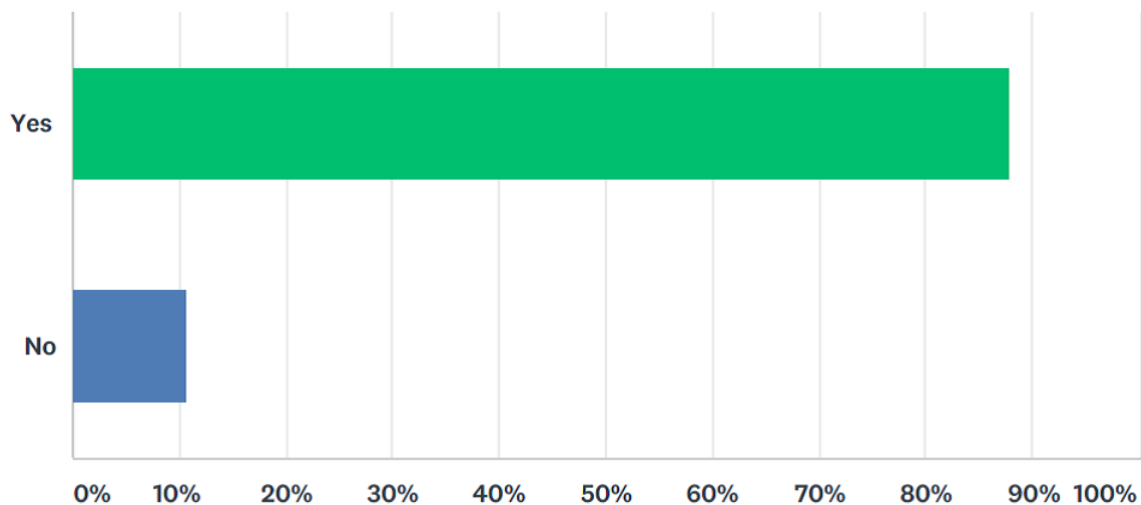
In total, 88 responses were received. These were analysed and the drafting process reflects some of the key comments made during the consultation process. The topline results of the consultation are set out below:

Is this the best Vision for County Meath?

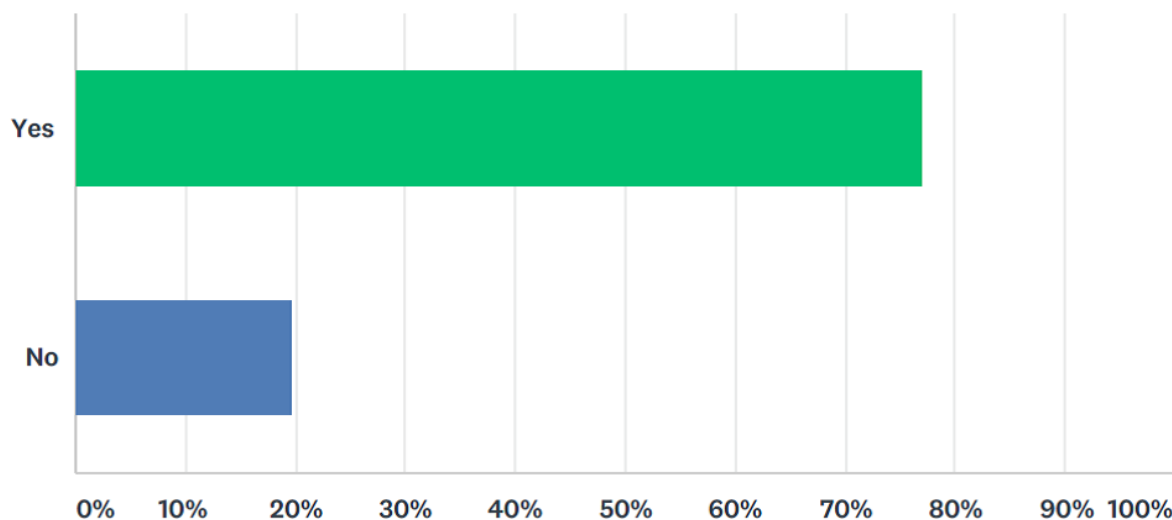
Given the positive feedback on the Vision for the county provided during the consultation, this is unchanged in the Corporate Plan.

Does the Mission Statement adequately capture what we do?

Given the positive feedback on the Mission Statement of the Council, this is unchanged in the Corporate Plan.

Are these the right Core Values for Meath County Council?

Given the positive feedback on Core Values for the Council these are unchanged in the Corporate Plan.

Are these the right Strategic Objectives for Meath County Council for the next five years?

While the feedback on the Strategic Objectives presented during the consultation was largely positive, a strong case was made for changing the balance of these and including a specific objective on the Transition to a Low Carbon Economy and also an objective on the Housing Challenge. These are now included in the Corporate Plan.

Our Public Sector Duty – What we will do

Introduction

The Public Sector Equality and Human Rights Duty ('the Duty') places a statutory obligation on public bodies to eliminate discrimination, promote equality of opportunity and protect the human rights of those to whom they provide services and staff when carrying out their daily work. It puts equality and human rights in the mainstream of how public bodies, such as Meath County Council, execute their functions.



Meath County Council in meeting its obligations under the Duty will use the guidelines prepared by the Irish Human Rights and Equality Commission (IHREC). Our approach will also draw on the experiences of other local authorities in implementing the Duty.

Turning Intentions into Actions

In 2020, Meath County Council will adopt the IHREC three-step approach to implementing the Public Sector Equality and Human Rights Duty. We will:

- **Assess:** Identify equality and human rights issues relevant to the purpose and functions of an organisation.
- **Address:** Implement actions to address equality and human rights issues.
- **Report:** Report on developments and achievements arising from implementation of the Duty in a manner that is accessible to the public.

The Council's approach will be informed by the work already undertaken by the Meath Local Community Development Committee (LCDC) in the preparation of its Human Rights and Equality Statement, as part of the Local Economic and Community Plan. This work was informed by the values of dignity, inclusion, social justice, democracy and autonomy.

Project Team

Meath County Council already has a number of relevant structures and roles in place that are directly relevant (such as an Equality Officer, Access Officer, Customer Service Team and Customer Service Charter; and a Complaints Officer). A cross-departmental project team will be established in Q1, 2020. It will include many of these designated officers and will assist the Council in working through the three-step approach, helping to ensure that we are fully compliant with the Public Sector Duty.

Elected Members - Municipal Districts

Ashbourne



Alan Tobin
Fine Gael



Conor Tormey
Fianna Fáil



Joe Bonner
Non-Party



Suzanne Jamal
Fine Gael



Darren O'Rourke
Sinn Féin



Amanda Smith
Non-Party

Kells



Sean Drew
Fianna Fáil



Johnny Guirke
Sinn Féin



Mike Bray
Fianna Fáil



Eugene Cassidy
Fine Gael



David Gilroy
Non-Party



Paul McCabe
Fianna Fáil



Sarah Reilly
Fine Gael

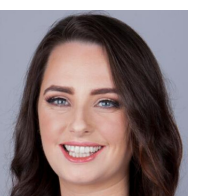
Laytown-Bettystown



Wayne Harding
Fianna Fáil



Sharon Keogan
Non-Party



Annie Hoey
Labour



Tom Behan
Fianna Fáil



Stephen McKee
Fianna Fáil



Paddy Meade
Fine Gael



Sharon Tolan
Fine Gael

Navan



Tommy Reilly
Fianna Fáil



Padraig Fitzsimons
Fianna Fáil



Yemi Adenuga
Fine Gael



Francis Deane
Non-Party



Edward Fennessy
Sinn Féin



Alan Lawes
Non-Party



Emer Tóibín
Aontú

Ratoath

Brian Fitzgerald
Non-Party



Gillian Toole
Non-Party



Damien O'Reilly
Fianna Fáil



Deirdre Geraghty Smith
Fianna Fáil



Nick Killian
Non-Party



Maria Murphy
Fine Gael



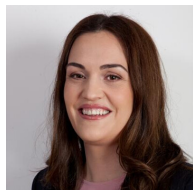
Gerry O'Connor
Fine Gael

Trim

Noel French
Fine Gael



Ronan Moore
Social Democrats



Aisling Dempsey
Fianna Fáil



Joe Fox
Fine Gael



Trevor Golden
Non-Party



Niamh Souhan
Fine Gael



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