![Meath County Council logo — comhairle chontae na mí / meath county council]

Annual Service Delivery Plan

2024

# Contents

1. Introduction

Meath County Council's 2024 Service Delivery Plan is formulated and adopted by the Members of Meath County Council in the context of their overarching vision of making 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".

The service plan sets out the principal services Meath County Council intends to provide to the public in the period to the end of 2024. Alongside these principal services, the plan sets out the Corporate Plan Supporting Strategies, the service funding, service objectives, performance standards and timelines for the delivery of these services. The associated risks to delivering the principal services are also identified and whether these are already captured by the Council's risk management process. The service plan is a reference point for the citizens of Meath on the services and performance standards that they can expect from their Council.

2. Organisational Priorities

The Corporate Plan sets out the Vision, Mission, Strategic Objectives and Supporting Strategies of Meath County Council for the period 2019 – 2024. The Annual Service Delivery Plan, guided by those supporting strategies, sets out the principal service objectives and priorities for each individual year. These service objectives then inform the departmental team plans and individual action plans.
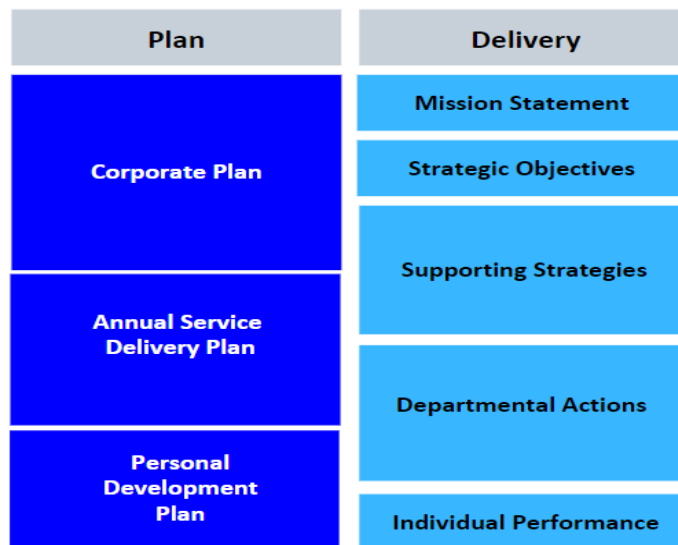
The Strategic Objectives of the Corporate Plan 2019 – 2024 are as follows:

Strategic Objectives 2019-2024

Objective	Description
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.
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.
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.
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.
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.
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.
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.

These Strategic Objectives and Supporting Strategies, as set out in the Corporate Plan, provide the framework within which services are to be delivered by the Executive of the Council. This Service Delivery Plan sets out how these objectives and strategies will be progressed during 2024.

3.   Organisational Structure

Meath County Council's services are arranged around a number of main functional departments, with the principal services being provided through the following direct service delivery and supporting service delivery departments:

ORGANISATIONAL STRUCTURE

KIERAN KEHOE
CHIEF EXECUTIVE

FIONA LAWLESS HEAD OF FINANCE	DES FOLEY DIRECTOR OF SERVICES	BARRY LYNCH DIRECTOR OF SERVICES	MARTIN MURRAY DIRECTOR OF SERVICES DEPUTY CHIEF EXECUTIVE	DARA MCGOWAN DIRECTOR OF SERVICES	FIONA FALLON DIRECTOR OF SERVICES
Financial Services and Information Systems	Planning and Economic Development, European Affairs	Housing and Cultural Development	Infrastructure and Project Management	Corporate Affairs and Governance, Environment and Emergency Services	Ukrainian Support Services, Community Development, People Management & Development
Financial Services	Planning and Development	Housing Services	Transportation	Corporate Affairs and Governance	Ukrainian Support Services
Information Systems	Economic and European Affairs	Library Service, Arts & Culture	Corporate Projects	Environment and Climate Action	Community Development
Procurement Team	Enterprise and Tourism Development	Age Friendly Programme	Assets Management	Fire Services and Civil Defence	HR Management and People Development
Laytown/Bettystown MD	Trim MD	Ashbourne MD	Navan MD	Ratoath and Kells MD	Local Community Development Committee

This service delivery plan sets out the principal services and service delivery objectives as they relate to each of these departments.

4. Organisational Resources

Meath County Council's 2024 Budget provides for a total expenditure of €208,717,215 in relation to day to day services. The Annual Budget is set out based on the main Service Divisions:

EXPENDITURE PER HEAD OF POPULATION (HOP)

SERVICE DIVISION	EXPENDITURE	% OF BUDGET	SPEND PER HOP
Housing	€65,008,986	31%	€295
Road Transport and Safety	€55,215,461	27%	€250
Water Services	€11,432,809	5%	€52
Development Management	€23,385,487	11%	€106
Environmental Services	€23,686,267	11%	€107
Recreation and Amenity	€12,587,921	6%	€57
Agriculture, Health	€1,343,128	1%	€6
Miscellaneous Services	€16,057,156	8%	€73
	€208,717,215	100%	€946

HOP – Head of Population – 220,296 (Census 2022)

Analysis of Income 2024

The estimated income arising from commercial rates for 2024 is approximately €50,760,510 whilst income from Local Property Tax amounts to €16,944,846. This service delivery plan focuses on the principal services delivered on a day to day basis and funded from the revenue budget.

Staffing resources available to the Council as at 31st December 2023 are as follows:

Employee Category	Total
Managerial	7
Clerical/Administrative	439
Professional/Technical	202
Outdoor Staff	232
Total	**880***

* Excludes 78 (retained) Fire-fighters

5. Implementation and Monitoring

This Service Delivery Plan sets out the principal services the Council proposes to deliver by the end of December 2024 within existing constraints on funding and resources. The plan will be subject to ongoing monitoring by the Management Team and progress will be outlined in the monthly Chief Executive's Report, with a full progress report brought to the full Council at year end.

Service Departments

6. Housing

The Housing Department's core remit is the provision of social housing supports to those unable to provide accommodation from their own resources, including the delivery of new social housing units through the various capital delivery programmes, and the administration of the Housing Assistance Payment and the Rental Accommodation Scheme. This is underpinned by a revenue budget of €65,008,986 for 2024.

Homeless services remain a critical function, with prevention being a priority intervention. The budget for the Provision of Homeless Services in 2024 amounts to €6,666,929. The Department also has responsibility for other related Housing services including the administration of the suite of private adaptation grants, (with a current annual budget of €3,502,789), the private rented inspections programme, Traveller Accommodation and on-going collaboration with the Approved Housing Body Sector.

Meath County Council has a housing stock in excess of 4,000 units, with responsive and preventative maintenance programmes in place to manage same. In addition, the Department has a team of Tenant Liaison Officers who provide advice and supports to our tenants.

Corporate Plan Supporting Strategies

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Housing Department are set out below:

Supporting Strategy Ref.	Supporting Strategy	Strategic Objective
HS1	To maximise the delivery of high quality, sustainable social housing units across all delivery mechanisms, in fulfilment of Housing For All - the Government's housing policy to 2030, the National Housing Strategy for Disabled People 2022 – 2027 and the National Youth Homelessness Strategy 2024-2025.	1, 3
HS2	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
HS3	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 those who experience cyclical homelessness.	1, 3, 5
HS4	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

HS5	To put in place the necessary focus and resources to ensure the accommodation needs of Travellers are strategically addressed over the duration of the Traveller Accommodation Programme 2019-2024.	1, 3, 5
HS6	To deliver a robust private rented inspection programme in order to achieve quality private rental accommodation in the County.	1, 3
HS7	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

Principal Services and Financial Resources

The table below sets out the budgetary provision adopted by the Members of Meath County Council in Budget 2024 to fund these services:

Principal/Budget Service	Description	Total €
A01	Maintenance and Improvement of LA Housing Units	9,375,814
A02	Housing Assessment, Allocation and Transfer	71,210
A03	Housing Rent and Tenant Purchase Administration	1,336,513
A04	Housing Community Development Support	292,524
A05	Administration of Homeless Service	6,666,929
A06	Support to Housing Capital Programme	4,542,553
A07	RAS and Leasing Programme	35,766,664
A08	Housing Loans	3,145,486
A09	Housing Grants	3,502,789
A11	Agency and Recoupable Services	1,043
A12	HAP Programme	307,461
	Total	**€65,008,986**

Principal Service Objectives

The table below sets out the principal services that will be delivered during 2024:

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPH01	Maximise opportunities for social unit delivery through a direct Acquisition Programme, including the Buy and Renew scheme and turnkey opportunities	Housing for All Targets KPI – H1	HS1	Capital	Ongoing	Continued funding from DHPLG for Acquisition Programme	Y
SPH02	Advance direct construction projects as approved	Housing for All Targets KPI – H1	HS1	Capital	Ongoing	Staffing levels and project management	Y
SPH03	Continue deep energy retrofit programme on housing stock to achieve B2 BER rating	% of stock subject to Energy Upgrade Works	HS4	Capital	Ongoing	External Obligated Party Delays Staffing levels	y
SPH04	Provision of works to Local Authority housing stock under the Local Authority Adaptation Works Scheme	No. of projects completed	HS2	A09	Ongoing	Continued funding from DHPLG for LAAWS	Y
SPH05	Progression to completion refurbishment schemes, including Alverno Court and St Francis Park	Projects completed	HS4, HS5	Capital	Ongoing	Funding risks due to cost inflation	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPH06	To maximise provision of social housing units through the Council's existing land bank where appropriate, and explore cost effective opportunities for expanding land bank in areas of high housing demand	Housing for All Targets KPI – H1	HS1	Capital	Ongoing	Inability to acquire suitable lands	Y
SPH07	To maximise provision of social housing units through existing private vacant units located in areas subject to social housing through the Repair and Lease framework/Buy and Renew Scheme under the auspices of Meath County Council's Vacant Homes Action Plan	Housing for All Targets KPI – H1	HS1	A07 Capital	Ongoing	No material risk identified	N/A
SPH08	To drawdown 100% of allocation for Mobility Aid Grants, Housing Aid for Older People and People with a Disability	No. of applications approved Claims Submitted	HS2	A09	Ongoing	No material risk identified	N/A
SPH09	Completion of ordinary maintenance in a manner that achieves an efficient and effective response to maintenance requests	Routine Maintenance Charter KPI – H4	HS4	A01	Ongoing	Availability of Contractors Staffing Levels	Capture in Risk register Review

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPH10	Completion of preventative maintenance as a parallel strategy to ordinary maintenance in the upkeep of our housing stock	Routine/Preventative Spend Ratio	HS4	A01	Ongoing	Availability of Contractors Staffing Levels	Capture in Risk register Review
SPH11	Completion of pre let repairs on vacant units and return of said units to productive use in as short of time as possible	KPI – H3	HS4	A01	Ongoing	Contractor management/scope of required works Staffing Levels	Y
SPH12	Commence cyclical stock condition surveys in 2024 as part of a wider transition from voids to planned maintenance.	KPI – H3	HS4	A01	Q2	Staffing Levels	Capture in Risk register Review
SPH13	Allocation of casual vacancy units as they arise in as short of time as possible	KPI – H3	HS4	N/A	Ongoing	Illegal Occupations Availability of Contractors	Y
SPH14	Enter into contracts with Landlords under the Rental Accommodation Scheme	Housing for All Targets	HS1	A07	Ongoing	Landlords exiting the scheme.	N/A
SPH15	To implement and process the Housing Assistance Payment scheme, including the phased transfer of existing rent supplement recipients	Housing for All Targets	HS1	A012	Ongoing	No material risk identified	N/A

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPH16	Engagement with Approved Housing Bodies to ensure a co-ordinated approach at local level in maximising the delivery of social units in the County	Housing for All Targets	HS1	A07	Ongoing	No material risk identified	N/A
SPH17	Administer Mortgage to Rent Scheme.	Housing for All Targets	HS1	A07	Ongoing	Resources to complete inspections	Y
SPH18	Progress implementation of Meath's Housing Strategy for People with a Disability.	Accommodation needs of applicants with a disability fulfilled.	HS2, HS7	N/A	Ongoing	Subject to same funding risks as programme generally Buy in from Steering Group Members	Y
SPH19	Promote affordability measures in the housing market as opportunities allow and in accordance with national schemes, including Affordable Purchase Scheme, Low-Cost Private Sites, Affordable Cost Rental models, LIHAF Affordability Dividend	No. of affordable units delivered. Online Application system operational Housing For All Targets	HS1	Capital	Ongoing	Failure to sell affordable units provided Financing of own schemes Department Funding	Y Capture in Risk register Review

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPH20	To fulfil Meath County County's obligations in the provision of Part V units, in accordance with the Affordable Housing Act 2021	Housing for All targets KPI – H1	HS1	Capital	Ongoing	Failure to fulfil Part V obligation due to funding availability Department Funding	Y
SPH21	Implement Regional Homeless Action Plan 2024-2026 in cooperation with Kildare and Wicklow County Councils and national homelessness policies	KPI – H6	HS3	A05	Q1 and Ongoing	Insufficient emergency accommodation provision Continued Department Funding	Y Capture in Risk register Review
SPH22	Ensure collaborative response to the needs of homeless clients from all appropriate agencies	Outcomes from Homeless Action Team meetings	HS3	A05	Ongoing	No material risk identified	N/A
SPH23	Continued roll out of the Housing First model in line with the National Housing First Implementation Plan and tender for service provider.	Housing First Targets	HS3	A05	Ongoing	Capacity of service provider to take in new tenancies.	N/A
SPH24	To implement and process Homeless HAP via the Placefinder Service	No. of tenancies supported	HS3	A05	Ongoing	No material risk identified	N/A

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPH25	Work closely with and encourage the proactive involvement of the Voluntary/Co-operative Housing sector in the provision of housing and supports for people including the Homeless, Travellers, Older persons and people with disabilities.	No. of housing supports provided to key target groups. Work has commenced to prepare a new Traveller Accommodation Programme 2025-2029. New plan to be ready for December 2024	HS1, HS2, HS3, HS5	A07	Ongoing	No material risk identified	N/A
SPH26	Implement and monitor the Traveller Accommodation Programme 2019 – 2024 And prepare a new Plan for 2025-2029	TAP Targets	HS5	A01 Capital	Ongoing	Failure to identify suitable sites for Group Housing Schemes	Y
SPH27	To facilitate a programme of review for fire safety in Traveller Accommodation within the County	No. of fire safety checks completed	HS5	N/A	Ongoing	No material risk identified	N/A
SPH28	Investigate ASB complaints and take appropriate action	No. of complaints investigated	N/A	A04	Ongoing	No material risk identified	N/A
SPH29	Ensure positive engagement with tenants in the sustainment of tenancies and estate management	No. of estate management initiatives supported	N/A	A01/A04	Ongoing	No material risk identified	N/A

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPH30	Progress implementation of the Estate Management Strategy	Annual Programme of work and KPIs	N/A	A01/A04	Ongoing	No material risk identified	N/A
SPH31	Promote compliance and standards in the private rented sector, including those in HAP	KPI – H5 Standards in Rented Accommodation Targets	HS6	A07	Ongoing	No material risk identified	N/A

7. Transportation and Asset Management

The Transportation Department is responsible for the provision, maintenance, and improvement of the below infrastructure:

- Regional and Local roads
- Parks and Playgrounds
- Public open spaces
- Bridge Remediation
- Asset Management
- Active Travel Schemes including Greenways
- Road Safety Schemes

- Car Parking
- Public Lighting
- Development Management/Forward Planning
- Road Opening Licences
- Traffic Assets

The department is also heavily involved in assisting TII with progressing a number of National Primary and National Secondary Road improvement and resurfacing schemes within the County. The Active Travel Section assists the NTA in the provision of Bus Infrastructure and Park and Ride Schemes.

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Transportation Department are set out below:

Supporting Strategy Ref.	Supporting Strategy	Strategic Objective
TR1	To ensure the 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
TR2	To work closely with TII to facilitate the delivery of new national road schemes, as well as maintenance of the current network.	1, 2, 6
TR3	To work in conjunction with all developers, utility providers (including broadband providers) and Government agencies to facilitate the continued development of the county, while protecting our infrastructural assets.	1, 2, 6
TR4	To identify projects that support the objectives of the Economic Development Strategy and the County Development Plan and deliver on those projects.	1, 2
TR5	To deliver across the county a multi-modal infrastructure network, with particular emphasis on sustainable transport measures, including for recreational purposes.	2, 4
CS6	Optimise the use of our assets (land and buildings) for the benefit of the organisation and the community	1,5

Principal Services and Financial Resources

The table below sets out the budgetary provision adopted by the Members of Meath County Council in Budget 2024 to fund these services:

Principal/Budget Service	Description	Total €
B01	NP Road – Maintenance and Improvement	881,862
B02	NS Road – Maintenance and Improvement	423,925
B03	Regional Road – Maintenance and Improvement	14,200,107
B04	Local Road – Maintenance and Improvement	27,436,650
B05	Public Lighting	3,823,337
B06	Traffic Management and Improvement	109,563
B07	Road Safety Engineering Improvement	467,615
B08	Road Safety Promotion and Education	418,687
B09	Car Parking	1,362,064
B10	Support to Roads Capital Programme	2,420,564
B11	Agency and Recoupable Services	3,671,087
	Total	**€55,215,461**

Principal Service Objectives

The table below sets out the principal services that will be delivered during 2024:

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SOTR101	To augment the existing relationship with our funding stakeholders (TII, NTA, DOT), ensuring that the networking, interaction, and communication established is maintained and that future grant allocations are maximised.	Level of funding received	TR1	B03	Ongoing	Industry Technical Staff Resources	Y
SOTR102	Ensure that road maintenance is prioritised utilising the outcomes of various surveys to agree a roadworks programme for the County annually.	1. Road condition survey analysed 2. List of priorities finalised 3. Contracts and contractors managed successfully 4. NOAC Indicators R1 and R2 refer	TR1	B03	Ongoing	Available Capacity of Asphalt industry. Global geopolitical issues impacting on energy and fuel prices. Cost of raw materials	Y
SOTR103	Communicate the annual road works programme and obtain agreement from the elected members	1. Programmes adopted by the Council 2. Works completed to the relevant standard 3. Programmes available on Council website	TR1	B03	March – December 2024	Budgets	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SOTR104	Deliver the approved Winter Maintenance Programme, the Reactive and Emergency Response including Public Lighting, Traffic Assets, Severe Weather Responses and improve level of service where possible.	1. Annual Review and updating of Winter Maintenance Plan 2. End of Season review and data analysis to determine if routes need to be substituted or progress. 3. Reaction time to Public Lighting outages 4. Number of PL maintenance works carried out. 5. Progress PLEEP project works.	TR1	B03	Ongoing throughout the year	Budgets. Severe adverse weather conditions. Adequate staff resources. National PLEEP project managed externally - budget implications	Y
SOTR105	Develop the 2025-2027 3-year Road Programme	Programme Adopted	TR1	B03	Q3+Q4	Technical Staff Resources	Y
SOTR106	To maintain existing relationships with key stakeholders such as IFA, OPW, TII, NTA, RSA, DRCD and DOT by outlining our local and regional road plans.	1. Number of successful discussions held to further develop projects	TR1	B03	Ongoing	Technical Staff Resources	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SOTR201	To ensure the design team established for major schemes continue to work with the TII to upgrade the N2 National Primary Road and the N51 and N52 National Secondary roads.	1.Continued financial support received from TII 2. Slane Bypass, Rath to Kilmoon, Dunmoe and Grange to Clontail Schemes progressed	TR2	B01 and B02	Ongoing	Grant Funding	Y
SOTR202	Ensure the National Road Network is maintained in accordance with our duties and statutory functions and improved in collaboration with TII.	1. Regular communications held with the TII 2. All projects and contracts managed successfully 3. All relevant funding is recouped. 4. Keep public informed of upcoming projects	TR2	B01 and B02	Ongoing	Reliance on National Funding	Y
SOTR211	Manage implementation of Non-national Roads Maintenance and Improvement Programme including progression of Strategic Links	1.Deliver works in line with agreed programmes. 2.Maximise grant funding opportunities. 3.Engagement with Developers through Planning Process	TR1, TR3, TR4, TR5	B03, B04	Ongoing	Capital Funding Developments Contributions. Legal Challenges Economy/Financial Contractual	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SOTR301	Progress schemes for provision of Greenways /Cycleways /Footpaths/Pedestrian Crossings	1. Programmes available on Council website 2. Greenway/Cycleway schemes advanced and footpath improvements achieved across each MD	TR3 and TR4	B10	Ongoing	Grant Funding	Y
SOTR302	Work with RMO and Utility Companies and Developers to facilitate the rollout of vital services throughout the county.	1. ROL process managed in conjunction with RMO 2. Reinstatement of roads monitored to ensure protection of our infrastructural assets	TR3 and TR4	B02, B03, B04 and B11	Ongoing	RMO System failure	Y
SOTR401	Work with various stakeholders to advance the Rail-link to Navan	Work with the NTA and Irish Rail to further develop this proposal	TR2	B01 and B02	Ongoing	Grant Funding Project Structure and Communication Plan	Y
SOTR501	Further expand the use of HVO on council fleet through procurement of forecourts using fuels cards	Number of vehicles using HVO . Decrease in litres of diesel fuel used and associated decrease in emissions	TR5	B10	Ongoing	Availability of HVO Fuels	Y
SOTR502	Continue to promote the use of electric cars.	Additional charge points to be provided in new park and ride facilities constructed by Transportation section	TR5	B10	Ongoing	Grant Funding Knowledge of EV and EV charging systems	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SOTR503	Produce an EV charging Infrastructure Strategy for Co Meath in collaboration with Kildare, Louth and Wicklow County Councils with Kildare Co Co being the lead authority	Production of EV charging Infrastructure strategy	TR5	B10	Ongoing	Grant Funding	
SOTR504	To effectively manage all the administration relating to the Transportation and Operations functions.	1. Sugar is used to manage all issues and queries 2. Spreadsheet established to record progress on all schemes 3. 'Consult' system used for major public consultations 4. Major works notified to relevant MD Members	TR1, TR2, TR3, TR4, TR5	B	Ongoing	Availability of sufficient funding	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SOTR505	To consolidate the work of the Active Travel office and continue to deliver an agreed programme of works for the county	1. Agree and deliver on work programme for 2024 to include Active Travel, Pathfinder, Bus Improvements, SRTS and Park and Ride. 2. Formalise application and approvals for new and existing projects. 3. Submit monthly and quarterly project updates and forecasts to NTA. 4. Maximise funding from NTA to progress sustainable transport/active travel schemes	TR4 and TR5	B	Ongoing	Filling vacancies with suitably qualified staff Planning Risks Availability of sufficient funding	Y
SOTR506	To effectively manage the pay parking service, ensuring an adequate turnover of vehicles, and maximising the availability of spaces.	1. 90% parking compliance rate for all three towns 2. Decide on all parking fine appeals within 14 days	TR5	B09	Ongoing	Time constraints following up on enforcement	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SOTR507	Continue to manage and maintain the current fleet, as well as explore future fleet requirements and alternative fuel and EV options in line with Climate Action Plan	MCC Fleet Register maintained with current data on all items Number of Alternative fuel vehicles and EV's	TR5	B	Ongoing	Budgets Time constraints	Y
SOTR508	Continue to develop in-house skills and expertise. Encourage technical Staff to achieve Chartership Status. Develop and implement Graduate Programme.	1. Liaise with Training section re provision of courses 2. Ensure a handover period if staff are leaving/transferring 3. Number of seminars/workshops attended	TR1, TR2, TR3, TR4, TR5	B	Ongoing	Training Budget Organisational priorities Large staff turnover and loss of knowledge base	Y
SOTR509	Implement the Road Safety Strategy and Action Plan and undertake quarterly Road Safety Working together group sessions. Deliver low cost safety schemes and location of interest schemes	1. Implement Actions in Road Safety Strategy 2. Meet with stakeholders 3. Deliver Road Safety Improvements 4. Carry out Accident Reporting	TR1, TR2, TR5	B06, B07, B08	Ongoing	Resources. Shared Responsibilities and complementary actions of National RSS being completed Challenges with acquiring land for schemes.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SOTR510	Undertake a comprehensive inventory and audit of all major asset classes (land, buildings, infrastructure, information technology, plant and machinery, other).	Further develop the current asset management systems to include an increased range of assets in one place	CS6	H	Ongoing	No. of assets recorded on an asset management system	Y
SOTR511	Use available plans (e.g., Economic and Community Plan) and networks (e.g., PPN) to inform future use of appropriate assets	Enhance the communication between departments when disposing of and developing various sites around the county	CS6	H	Ongoing	Number of assets activated for use through evaluation of existing plans and consultation with appropriate networks.	Y
SOTR512	To manage the delivery of the Corporate Building Projects	Manage all funded projects through the design and construction stages in line with the expectation of the stakeholders.	CS6	Capital Budget	Ongoing	Not delivering on the expectations of the elected members and the public	Y
SOTR513	Undertake a comprehensive inventory and audit of all ducting infrastructure, including their status and manage the process for licence of new services for broadband and other development of the County	Investigate and develop the current asset management systems to include an increased range of assets in one place or utilise MapRoad to facilitate same	CS6	H	Ongoing	No. of assets recorded on an asset management system

Technical GIS staff resource | Y |

8.   Planning

The Planning Department plans and supports the sustainable development of the County through the Meath County Development Plan and the development management process. This Department manages the planning application, planning enforcement and building control functions of the Council. It is responsible for the preparation of plans to enable the medium to long term development of the County. It carries out building inspections in respect of new development. It has objectives relating to the assessment and protection of county's heritage, including its built heritage. It also maps and compiles data in respect of development in the county to inform policy and decision-making at local and national level.

Corporate Plan Supporting Strategies

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Planning Department are set out below:

Supporting Strategy Ref.	Supporting Strategy	Strategic Objective
PL1	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
PL2	Deal promptly, consistently and fairly with all planning enforcement issues and complaints.	1, 7
PL3	Manage and protect our heritage and promote the understanding and enjoyment of it.	1, 5
PL4	Provide an excellent planning service to our key stakeholders including DoHLGH, Regional Authority, Transport Infrastructure Ireland, National Transport Authority, Irish Water, etc.	1, 2, 7
PL5	Address non-compliance with the Building Regulations through the Building Control Operational Plan.	1, 7

Principal Services and Financial Resources

The table below sets out the budgetary provision adopted by the Members of Meath County Council in Budget 2024 to fund these services:

Principal/Budget Service	Description	Total €
D01	Forward Planning	1,131,425
D02	Development Management	3,338,154
D03	Enforcement	596,187
D07	Unfinished Housing Estates	191,968
D08	Building Control	223,097
D10	Property Management	-
D11	Heritage and Conservation Services	1,087,110
D12	Agency and Recoupable Services	-
	Total	**€6,567,941**

Principal Service Objectives

The table below sets out the principal services that will be delivered during 2024:

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPPL01	Robustly defend judicial reviews pertaining to the planning functions including, Meath County Development Plan 2021-2027, quarries, unauthorised developments, building control etc.	Prepare Council's Defence to each JR to ensure a positive outcome	PL1, PL4	D01	Q4	Staff Resources Change of Personnel in Planning Need for professional advices and good legal counsel	Y
SPPL02	Prepare and present to members Variations No 01, 02, 03 and 04 and/or Material Contraventions to the Meath County Development Plan 2021-2027.	Place Variation(s)/Material Contraventions on public display and prepare a Chief Executive's Report on same. Use of online portals such as consult.meath.ie, PPN website and social media for any public consultation processes	PL1, PL4	D01	Q4	Staff Resources Legal challenges to the variations/material contraventions. Ensuring that public consultation is timetabled appropriately so there is not an oversaturation	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPPL03	Preparation of Joint Area Plans for Maynooth and Drogheda between Kildare and Louth County Councils respectively	Agreeing joint objectives with Louth and Kildare for Drogheda and Maynooth to ensure the continued development of the lands in question	PL1, PL4	D01	Q4	Staff Resources Failure in reaching agreement with neighbouring Local Authorities	Y
SPPL04	Preparation of Local Area Plans for higher tiered settlements, where appropriate.	Preparing Plans for the higher tiered settlement first; - Navan and then assessing the need for additional LAPs based on any new legislative requirements	PL1, PL4	D01	Q4	Staff Resources Outcome of Judicial Review of County Development Plan and agreement on Joint Urban Area Plans Impact of new Planning legislation on our statutory obligations	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPPL05	Prepare Masterplans and Public Realm Plans where required. Plans are also to be prepared in line with Urban/Rural Renewal Regeneration Schemes (URDF/RRDF)	Liaising with internal and external stakeholders to agree the most appropriate plan Use of online portals such as consult.meath.ie, PPN website and social media for any public consultation processes with regards to Public Realm Plans	PL1, PL4	D01	Q4	Staff Resources Delay in parties agreeing the Masterplan which could have an impact on funding Ensuring that public consultation is timetabled appropriately to ensure there is not an oversaturation	Y
SPPL06	Monitoring of Meath County Development Plan 2021-2027 and data capture of all work programme related functions	Preparation of a monitoring system Liaising with other departments Ensuring information is appropriately gathered	PL1, PL4	D01	Q4	A monitoring tool Quality of information being gathered Dependence on other sections	Y
SPPL07	Provide Management System and Guidance with respect to Large-Scale Residential Developments (LRD), Strategic Infrastructure Development (SID) and Strategic Development Zone (SDZ) and other external strategic projects	Pre-planning with applicant Engaging with other Sections/Departments Ensuring compliance with Development Plan and planning guidelines.	PL1, PL4	D02	Q4	Staff Resources Complexity and number of applications Dependence on input from other sections and external bodies	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPPL08	To continue to provide expertise and advice in relation to Strategic Projects including but not limited to successful applications under URDF/RRDF, Part 8 applications and applications made directly to An Bord Pleanála	Prepare a Chief Executive Report for An Bord Pleanála in relation to Strategic Infrastructural Development applications. Advise the Dept of Education in delivery of school development programmes. Advise and assist internal departments with regards to the Council's Part VIII programme and other strategic projects Preparation of a new Meath Economic Strategy Participate in review of the World Heritage List sites	PL4	D12	Q4	Staff Resources Increase in applications in relation to LRD and SID. Complexity of applications Demand on services Increase in Part 8 projects Increase in funding for projects	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPPL09	To continue the implementation of the ePlanning system by using additional functionality available	Promote the use of ePlanning to applicants and agents	PL1, PL4	D02	Q4	Assistance and guidance from LGMA in the functionality of ePlanning	Y
		Use the portal for recording and managing all Part 8 applications			Q1	Appropriately trained staff to ensure the effective usage of the system	
SPPL10	Maintain the publication of all planning decisions online within one week of the decision and ensure a timely notification of the decision to 3rd parties.	Ensure iPlan2 is updated	PL1, PL4	D02	Q4	Resources need to be assigned to scanning to make documents available online. Increase in applications and complexity of applications	Y
SPPL11	Encourage applicants to engage in pre-planning prior to lodging a planning application	Offer different methods to engage in pre-planning from face to face meetings to phone and email engagement	PL1	D02	Q4	Complexity of applications and changes in legislation	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPPL12	Monitor and report on compliance with all relevant legislation and guidelines to demonstrate that we are a responsible and compliant organisation which will include the implementation of a new system to allow for the tracking of compliance submissions.	Continued development and use of Local Gov CRM to record and track all compliance submissions made with respect to planning permissions Refer to appropriate department for compliance comments	PL2, PL5	D03	Q4	Nature and number of complaints received. Landowners willing to engage with the process Timely response from other departments relating to the compliance submission	Y
SPPL13	Roll out a 'Triage' scheme for assessment of enforcement complaints including response times and updating of complainants. Achieve statutory timeframes for dealing with complaints	Determine nature and gravity of the complaint and prioritise based on resources available and legal advices/experience from past complaints Register all complaints received and refer to Enforcement Officer for appropriate action	PL2, PL5	D03	Q4	Resources available to investigate and number of complaints received Staff turnover Development of a new enforcement database	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPPL14	Implement the new Meath County Development Contribution Scheme and ensure that the Waiver Scheme is administered in line with the Departmental guidelines	Ensure charges are implemented in line with the newly adopted scheme Apply the Waiver Scheme for development contributions for residential properties based on the criteria outlined Ensure that all necessary paperwork is in place to support the claims for recoupment of waived fees to the DHLGH	PL1	D01	Q4	Input from internal departments with respect to capital spend. Staff Training on new charges and application of same Dependence on applicants to return the necessary paperwork	Y
SPPL15	Preparation of a Supplementary Development Contribution Scheme	Engage with Transportation with respect to a scheme proposal	PL4	D01	Q4	Staff Resources Objections to the introduction of a new Scheme	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPPL16	Continue to engage with customers to ensure that financial conditions relating to permissions are discharged in a timely manner.	Invoice customer on receipt of commencement notice and follow up with timely reminders. Enter into payment plans to facilitate payments Issue Bi-Annual statements	PL5	D03	Q4	Failure of customers to engage with the Planning Authority	Y
SPPL17	Implement annual work programme from County Meath Heritage and Biodiversity Plan	Implementation of agreed work programme and successful drawdown of County Heritage Grant Funding	PL3	D11	Q4	Lack of staff resources and other time critical projects may be prioritised	Y
SPPL18	Collaborate within MCC on heritage/conservation projects and initiatives	Input as required on a project by project basis and successful drawdown of capital funding	PL3	D11	Q4	Lack of staff resources Lack of stakeholder engagement	Y
SPPL19	Support and engage with communities and stakeholders to promote best heritage/conservation practice	Input as required on a project by project basis	PL3	D11	Q4	Lack of staff resources Lack of stakeholder engagement	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPPL20	Improve the economic base of County Meath by identifying new opportunities / sectors, supporting local indigenous businesses and foreign direct investment, together with the EI and IDA respectively	Prepare, draft and adopt a new Economic Strategy for County Meath 2024-2032	PL1, PL3, PL4	D09*	Q4	Dependence on external consultants

Capacity of existing staff in Planning and Economic Development

Support of new Council and stakeholders in preparation, adoption and implementation | Y |
| SPPL21 | Develop and Implement a Residential Zone Land Tax (RZLT) scheme for Meath County Council | RZLT scheme is successfully, drafted, agreed and delivered for implementation by Revenue | PL1, PL4 | D01 | Q4 | Further amendments to national guidance and shifting demands by relevant government Department | Y |
| SPPL22 | Develop and Implement a Land Value Sharing (LVS) Scheme for Meath County Council | LVS scheme is successfully, drafted, agreed and delivered | PL1, PL4 | D01 | Q4 | Further amendments to national guidance and shifting demands by relevant government Department | Y |

9. Economic Development and Tourism

The Economic Development and Tourism Department promotes local employment, productivity enhancement and export-led growth by working in partnership with local businesses, chambers of commerce, state agencies for enterprise and tourism, community groups and higher education institutes. The Department develops and implements policy initiatives across key areas of investment promotion and facilitation, local economy renewal, tourism product development and marketing, and local enterprise support. Meath's Local Economic and Community Plan was adopted by Elected Members in 2016 and sets the overarching framework for the work of the Department. A further key policy document is the Tourism Strategy. These strategies complement the Local Enterprise Development Plan, which is delivered by the Local Enterprise Office with funding provided by Enterprise Ireland under a Service Level Agreement with Meath County Council (co-financed by the European Regional Development Fund). In addition, the Department oversees the operation of two enterprise centres to support start-ups and emerging businesses.

Corporate Plan Supporting Strategies

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Economic Development and Tourism Department are set out below:

Supporting Strategy Ref.	Supporting Strategy	Strategic Objective
ED1	Be the lead agency for economic development and be recognised as the first point of contact for economic development in Meath.	1, 2, 7
ED2	Be recognised as proactive, professional and helpful by the business community.	1, 2, 7
ED3	Align business supports with Jobs Ireland 2040 initiative.	2
ED4	Build strong influential partnerships with agencies locally, nationally and internationally to promote Meath as the investment location of choice.	2, 6
ED5	Place Meath County Council at the heart of the local entrepreneurial eco-system.	2, 6
ED6	Develop Meath and the Boyne Valley as a 'must go to' destination in national and international tourism.	2, 6
ED7	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
ED8	Works towards a thriving and sustainable rural economy.	1, 2

Principal Services and Financial Resources

The table below sets out the budgetary provision adopted by the Members of Meath County Council in Budget 2024 to fund these services:

Principal/Budget Service	Description	Total €
D04	Industrial and Commercial Facilities	499,905
D05	Tourism Development and Promotion	397,776
D09	Economic Development and Promotion	3,486,765
	Total	**€4,384,446**

Principal Service Objectives

The table below sets out the principal services that will be delivered during 2024:

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPED01	Implement and monitor the agreed Economic Development Strategy for Meath, which makes provision for broadening the economic base of the county in order to drive more knowledge-based activities and greater inward investment by promoting the comparative economic strengths of Meath as a competitive location within the Greater Dublin Area.	Continue implementation of the Economic Development Strategy	ED1	D09	Q1 – Q4	Resource availability	Y
SPED02	Ensure that Meath LEO is the first point of contact for all local business enquiries and is the agency to ensure that entrepreneurs are directed towards the most appropriate business supports. Ensure the logging of all enquiries and updating of the client database.	Facebook and Twitter reaches. Newspaper articles. Active engagement with Chamber of Commerce.	ED1	D09	Q1 – Q4	Resource availability	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPED03	Facilitate the identification and development of key strategic sites for new business by working with the private sector and persuading the relevant state agencies.	Work with IDA and Enterprise Ireland to prepare planning for strategic sites	ED3	D04	Q1 – Q4	Resource availability	Y
SPED04	Ensure the delivery and promotion of serviced sites identified in the Economic Development Strategy for FDI and indigenous enterprise development, with planning and economic development personnel working in partnership together to facilitate positive planning decisions to realise new investment opportunities.	Work with IDA and Enterprise Ireland to prepare planning for strategic sites	ED5	D04	Q1 – Q4	Resource availability	Y
SPED05	Support the newly formed Meath Economic Development Forum	Close collaboration with all business stakeholders in the region - private, public and semi-state.	ED4	D09	Q1 – Q4	Resource availability	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPED06	Establish high level, regular and structured contacts through the office of Chief Executive with other agencies including I.D.A. Ireland, and Enterprise Ireland to influence the investment decisions of those agencies.	Ensure these stakeholders understand, are aware of and support the marketing initiative.	ED4	D04	Q1 – Q4	Resource availability	Y
SPED07	Further develop and support the Planning and Economic Development Strategic Policy Committee and engage with high level Meath business leaders to promote the county and influence investment decisions.	SPC participation is an integral part of economic development. Continue to attract high level speakers from the public and private sectors to address the SPC meeting	ED5	D09	Q1 – Q4	Resource availability	Y
SPED08	Assist retailing in Meath's main urban centres to ensure the provision of attractive and competitive comparison retail offerings with the objective of reducing leakage to other destinations.	Engage with Retail Excellence Ireland and other stakeholders.	ED7	D09	Q1 – Q4	Resource availability	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPED09	Partner with Meath Chamber and other retailer representative groups to develop initiatives to engage with and support town centre retailers.	Work with Meath Chamber and local media to promote retailers in the area. Actively promote and support an annual business awards.	ED7	D09	Q1 – Q4	Resource availability	Y
SPED10	Work with Retail Excellence Ireland and develop initiatives to help individual retailers enhance the customer retail experience in Navan and other major town centres.	Develop and roll-out training and development courses for retailers in conjunction with retail Excellence Ireland	ED7	D09	Q1 – Q4	Resource availability	Y
SPED11	Support and encourage the development of micro enterprise in rural areas in line with County Development Plan policies.	Rural communities continue to be encouraged to participate in training and development opportunities. LEO to work collaboratively with Leader and Udaras na Gaeltachta to promote entrepreneurship as a positive action.	ED8	D09	Q1 – Q4	Resource availability	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPED12	Develop initiatives to support rural business start-ups through the LEO	Joint targeting of rural communities with the Leader company.	ED8	D09	Q1 – Q4	Resource availability	Y
SPED13	Develop and financially support the Boyne Valley Flavours to encourage and grow small rural artisan food producers.	Jointly fund Food development officer with LCC. Provide funding for food initiatives. Progress development of the Culinary Centre of Excellence Programme	ED8	D09	Q1 – Q4	Resource availability	Y
SPT01	Destination Development: Finalise the new joint tourism strategy between Meath and Louth County Councils to sustainably increase the economic benefit of tourism to County Meath and the Boyne Valley.	The plan will guide the future development and growth of the tourism industry across the Boyne Valley. It will have an emphasis on sustainability, inclusivity, and generating an economic spread throughout the destination along with identifying innovative ideas for new projects, KPI: Final delivery of the new strategy early 2024.	ED6	D05	Q1 – Q2	Support from all stakeholders including industry to commit to the time schedule for delivery. Financial resources.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPT02	Destination Development: Partner with key stakeholders – Fáilte Ireland, Louth County Council, OPW on the implementation of Ancient Destination Experience Development Plan.	Collaborate with Fáilte Ireland on the implementation of key actions in the DEDP.	ED6	D05	Q1 – Q4	Support from all stakeholders including commitment and financial resources.	Y
SPT03	Product Development: To develop the tourism product across the Boyne Valley to increase dwell time and attract broader market segments. Partner with key stakeholder Fáilte Ireland on the development and delivery of the Púca Halloween Festival.	The Púca Festival with key hubs in Trim and Athboy attracted 43,000 people in 2023. KPIs: Increase in visitor numbers for 2024 to 40k domestic, increase in media reach, increase in international visitors to 15k, improve sustainability metrics, seek to improve quality each year. Establish Meath as the Home of Halloween.	ED6	D05	Q1 – Q4	Support from all stakeholders including commitment and financial resources. Reputational risk should the festival not be a success.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPT04	<u>Product Development</u>: To develop the tourism product across the Boyne Valley to increase dwell time and attract broader market segments. Support the development work of the Transport Section on the Boyne Valley to Lakelands Greenway by developing map and seeking funding for picnic benches, seating, signage, map panels to promote the new Greenway upon launch.	KPIs: Seek funding for New Boyne Valley to Lakelands Greenway to install picnic benches, seating and interpretive and directional signage.	ED6	D05	Q1 – Q4	Support from all stakeholders including commitment and financial resources.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPT05	Industry Support: Engage with tourism providers and support recovery in the tourism industry through marketing, networking and business supports.	Implement marketing initiatives to support tourism businesses through the discoverboynevalley website. KPI: 3 press visits, greater PR activity incl. 6 press releases and a Virtual Journalist Event. Digital marketing campaigns incl. 2 TikTok videos p/wk, 2 blogs pe/wk0 google display and meta advertising, a tour operator familiarisation trip in 2024.	ED6	D05	Q1 – Q4	Support from tourism industry including commitment and financial resources.	Y

10. Community Development

The Community Department provides a range of services relating to community development and improvement. Services include the Local Community and Development Committee (LCDC) and LEADER 2023-2027, the Local Economic and Community Plan (LECP) 2023-2028, social inclusion, community grants, the Public Participation Network (PPN), Comhairle na nÓg, Pride of Place, Joint Policing Committee (JPC), broadband, accessibility, community facilities including parks and playgrounds. The department also hosts the shared service for the National Age Friendly programme and implements a range of associated initiatives throughout the county. Support is also provided to Meath Local Sports Partnership. Other strategies being implemented include Healthy Meath Strategy 2023-2025.

Corporate Plan Supporting Strategies

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Community Department are set out below:

Supporting Strategy Ref.	Supporting Strategy	Strategic Objective
C1	Be recognised as the prime agency for Community Development in Meath.	1, 5, 7
C2	Promote well-being for present and future generations that is inclusive to all in society.	1, 5
C3	Support the work of the Local Community Development Committee (LCDC) in the coordination, management and delivery of local development programmes and ensuring the effectiveness and consistency between public funded local development programmes in Meath.	1, 5, 7
C4	Support the work of the Meath Public Participation Network and facilitate the involvement of its members in the policy making process.	1, 5, 7
C5	Implement the new Louth and Meath Joint Migrant Integration Strategy 2019-2022	1, 5
C6	Lead and coordinate the implementation of the Meath Age Friendly programme.	1, 3, 5
C7	Support people with disabilities to live ordinary lives, in line with the Government's Transforming Lives programme.	1, 5, 7
C8	Implement the Meath Digital Strategy.	2, 5, 7

Principal Services and Financial Resources

The table below sets out the budgetary provision adopted by the Members of Meath County Council in Budget 2024 to fund these services:

Principal/Budget Service	Description	Total €
D06	Community and Enterprise Function	2,931,469
	Total	**€2,931,469**

Principal Service Objectives

The table below sets out the principal services that will be delivered during 2024:

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPC01	LCDC - Ensure the continuous operation of the Local Community and Development Committee through supporting and facilitating the LCDC in their role.	Regular meetings: attendance by members, remit fulfilled.	C3	D06	Ongoing throughout 2024.	Lack of participation by committee members. Restricted Resources - human and financial.	Y
SPC02	LCDC – commence implementation of the LECP and establish a system to monitor progress.	Actions delivered.	C1/C3	D06	Ongoing throughout 2024	Lack of engagement by action lead and support partners. Restricted Resources - human and financial.	Y
SPCO3	LCDC - Increase promotion of Social inclusion and involvement with the disadvantaged by overseeing and monitoring the implementation of SICAP programme.	New contract for SICAP is signed. Goals and objectives have been met as per the implementer's strategy; SICAP sub-group meetings take place quarterly to monitor implementation progress.	C3	D06	By 31st March 2024. Ongoing throughout 2024.	Potential legal challenge. Implementer does not reach goals/too ambitious for timeframe.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPC04	LCDC/LAG - To support and promote rural development through the implementation of the Local Development Strategy (LDS) for LEADER 2023-2027. Support the processing of claims as they are submitted	Independent Evaluation Committee established and operating effectively. RDP Monitoring Sub-group meetings to review the implementation of the LDS. Article 48 checks completed on claims.	C3	D06	31st March 2024. Ongoing throughout 2024.	Restricted resources - human and financial.	Y
SPC05	LCDC – to implement the approved HI programme for Co. Meath	Quarterly meetings of the HI sub-group to take place. Progress reports to be provided to LCDC and as required to Pobal.	C3	D06	Ongoing throughout 2024.	Restricted resources - human and financial. Lack of engagement from stakeholders.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPC06	Public Sector Duty - Under the Public Sector Duty to identify strategies, plans, policies being reviewed/developed in 2024 that would benefit from an Equality and Human Rights review based on the working group's assessment of the Equality and Human Rights issues and the Equality and Human Rights values statement.	Strategies/Policies reviewed.

Regular updates to the Management Team. | C2

CS8 | D06 | Ongoing throughout 2024. | Lack of awareness and resources.

Lack of engagement by stakeholders. | Y |
| SPC07 | PPN – provide support as required to ensure that the PPN continues to develop with the facilitation of linkage groups and development of relevant policies/procedures in line with the PPN Handbook.

Ensure that PPN is recognised as the means of engagement with all community groups and organisations in Meath through direct consultation with the PPN on all events including e.g., Local Economic and Community Plan, Part VIII Planning Applications, and other events as they arise. | Policies/procedures approved at plenary.

Linkage groups established and operating effectively.

NOAC Indicator.

Utilise the PPN website as a means of notification for consultation events; all nominations of community representatives to Council committees are sought through the PPN. | C4 | D06 | Ongoing throughout 2024. | Lack of knowledge of the PPN throughout the local authority.

Lack of engagement by the groups. | Y |

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPC08	Age Friendly Programme - To engage with all sectors to promote and support Age Friendly initiatives and support and co-ordinate the Meath Age Friendly Alliance in their work/continued implementation of Age Friendly Strategy.	Quarterly meetings with Alliance.\n\nImplementation of Age Friendly Strategy.	C9/C10	D06	Ongoing throughout 2024.	Poor participation, pace of progress of actions in plan.	Y
SPC09	Meath OPC – continue to work with and develop the capacity of the Older Person's Council and increase membership of the Older Person's Council.	Regular meetings – bimonthly of the OPC Executive to take place\n\nIncreased membership of the older persons council.	C9/C10	D06	Ongoing throughout 2024.	Poor participation.	Y
SPC10	Comhairle na nOg - To develop and deliver a programme of initiatives for young people as a means for social integration and education through supporting the role of the co-ordinating body for Comhairle na nOg to involve in local, regional and National events.	NOAC Indicator.\n\nSteering committee meetings held quarterly for updates on the implementation of the programme.	C2	D06	Ongoing throughout 2024	Co-ordinator does not reach targets or engage with schools.\n\nLack of engagement with young people.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPC11	Comhairle na nOg – implementation of the stakeholders' communications strategy.	Actions delivered within the strategy.	C2	D06	Ongoing throughout 2024.	Lack of engagement with stakeholders.	Y
SPC12	Disability Network – Re-establish the network and facilitate meetings of the new forum and assist in the delivery of agreed projects.	Number of meetings which take place. Delivery of projects	C7	D06	Ongoing throughout 2024.	Lack of engagement by relevant stakeholders.	Y
SPC13	Unity Centre - to continue to promote the Unity Centre as a location for community group meetings and events through social media and the PPN.	Number of bookings in the centre and revenue collected.	C1	D06	Ongoing throughout 2024.	Lack of engagement by relevant stakeholders.	Y
SPC14	Broadband strategy – support the review of the broadband strategy and work in collaboration with other partners to deliver flagship projects identified in the strategy.	Complete review of Digital Strategy. Projects delivered.	C8	D06	Ongoing throughout 2024.	Lack of available financial resources.	Y
SPC15	Community Facilities – delivery of the Ashbourne Skate Park to be progressed.	Procurement process to commence. Contractor procured for skatepark construction	C2	Capital Investment Programme	End Jan 2024. End of Q1 2024.	Lack of available human and financial resources	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPC16	Community Facilities – progress the delivery of community facilities in Johnstown, Navan	Part VIII planning application progressed	C2	Capital Investment Programme.	31st December 2024.		
SPC17	Community Grants – finalise a scheme under Irish Cement, Platin Community fund and liaise with the relevant companies in the preparation of the Community fund schemes.	Irish Cement Community fund agreed.	C1/C2	D06	By 30th June 2024.	Community fund scheme not finalised. Lack of available human and financial resources.	Y
SPC18	Community Grants - To ensure effective system in place to seek projects and work with groups following calls under the various funding streams- TandV, ORIS, CEP, HI, Sports Capital etc with projects identified and applications submitted. Ensure system in place to deliver approved projects and claims submitted for grant drawdown.	Projects completed and monies are recouped. Applications for funding submitted on time. Claims submitted.	C1/C2	Capital Investment Programme.	Ongoing throughout 2024.	Lack of suitable projects or match funding. Lack of resources.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPC19	Community Grants - To ensure effective grant system in place for communities for environmental initiatives and recreational projects through the administration and allocation of all community grants including Carranstown, Knockharley schemes and Community Amenity Scheme.	Scheme in place. Applications for funding received. Projects completed, drawdown of funds.	C1	D06	Ongoing throughout 2024.	Volume of potential applications/ unrealistic expectations.	Y
SPC20	Environmental Initiatives - To stimulate action through the communities and schools in taking ownership and enhancing the appearance of open spaces, streets, buildings etc and to continue to work with Communities, Voluntary Groups and schools to participate in the Pride of Place.	Early launch of Pride of Place to encourage participation. Completion of new projects, participation in initiatives and securing awards.	C1	D06	End January 2024. Ongoing throughout 2024.	Lack of funds for specific projects, lack of participation as same groups winning.	Y
SPC21	JPC - To assist in crime prevention within the county through the Support and Facilitation of the JPC in their work and implementation of their strategic plan.	Meetings are held quarterly and follow up actions completed. One public meeting takes place annually.	C1/C2	D06	Until 30th June 2024.	restricted resources, committee not participative.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPC22	Community Safety Partnerships – establish the CSP's in accordance with guidance issued from the department of Justice.	Community safety partnership established.	C2	D06	From July – December 2024.	Delay in commencement of the legislation and issuing of the community safety partnership guidelines.	Y
SPC23	Community Section - Ensure communication is delivered through all forms of internal and external media, including social media and use all forms of media to publicise any community related information including community grants scheme, other funding schemes and to the PPN.	Use of all forms of media to publicise information.	C1	D06	Ongoing throughout 2024.	Lack of awareness	Y
SPC24	Local Authority integration Team – establish the LAIT in line with nationally agreed protocols and ensure work plan developed	Actions delivered.	C2	D06	Ongoing throughout 2024.	Lack of engagement by relevant stakeholders.	Y

11. Age Friendly Shared Service

Age Friendly Ireland is an appointed shared service of local government hosted by Meath County Council on behalf of the local government sector. The Age Friendly shared service operates the national Age Friendly Programme which is affiliated to the World Health Organisation's global programme.

The national Age Friendly shared service office brings together, supports and provides technical guidance to the 35 local authority led, multiagency local Age Friendly Programmes nationwide. The core objective of Age Friendly Ireland is to facilitate local authorities to take the lead on delivering the principles of the World Health Organisation's Age Friendly Global Framework, changing the thinking about ageing and how services are planned and delivered for our ageing population and to support multiagency cooperation in finding new, innovative ways to make our communities better places for growing older.

The Age Friendly Ireland shared service (AFISSO), in Meath County Council, manages the national structures and the 35 local programmes structures across Ireland and is a knowledge transfer base for other countries internationally. Ireland is recognised internationally as a front runner and global leader in age friendly programming, becoming the first country in the world to have full affiliation across all administrative areas to the WHO global programme in 2019. At the heart of this success is the role played by the Age Friendly Ireland Shared Service Office (AFISSO) based in Meath County Council.

Since the shared service was established in 2017 there has been no direct charge back to the 31 local authorities. Core funding to operate the service is provided in the main by National Advisory Group members namely the Department of Housing Planning and Local Government, Department of Health, and the HSE. In 2023 this extended to include a contribution of €100,000 from the Department of Rural and Community Development.

In establishing the AFISSO, the Local Government System in Ireland set in train a programme (pre the 2020 Programme for Government Objectives/commitments) to meet the following overarching strategic objectives

1. To strengthen and embed Age Friendly Local Programmes by supporting each Age Friendly City and County Programme in moving through strategy development to advanced implementation

2. To scale up and replicate best practice through the optimisation of programme quality and impact by supporting wide-scale application of innovative, effective, and sustainable age-friendly practices

3. To support national policy by informing and influencing policy and service development at both national and local level and by identifying the current national

issues and escalating them to the National Advisory Group of Age Friendly Ireland for action, and

4. Through providing the means to measure actions, monitor action delivery and provide shared learning across local government and the wider public service. In doing so putting local government at the core of delivery of reconfigured public services to meet the needs of the Country's Ageing Population. This involves the use of much enhanced data gathering skills, monitoring, and recording along with utilising a developing framework to record metrics and outcomes and demonstrating more effective communication learnings.

Corporate Plan Supporting Strategies

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Age Friendly Shared Service are set out below:

Supporting Strategy Ref.	Supporting Strategy	Strategic Objective
AF1	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
AF2	Support multi-agency cooperation in finding new, innovate, low or no cost ways to make our communities better places for people to grow old in.	5, 6, 7

Principal Services and Financial Resources

The table below sets out the budgetary provision adopted by the Members of Meath County Council in Budget 2024 to fund these services:

Principal/Budget Service	Description	Total €
D06	AFI Shared Service Office – Core Funding	6,168,863
	Total	**€6,168,863**

Principal Strategic Objectives

The table below sets out the principal services that will be delivered during 2024:

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPAF01	**Strengthening and Embedding 35 Local Age Friendly Programmes** Supporting each local Age Friendly Programme in moving through strategy development to advanced implementation	Implementation of work plan for various programmes and teams. Increased Awareness raising / profile of Older People's Councils and national ageism campaign Delivery of training and awareness programmes. Development of Age Friendly Workplaces pilot and succession planning	AF1	D06	Q1-Q4	Continued engagement and leadership by Chief Executives of all 31 participating local authorities and local Alliances Engagement of the Health Services Executive on local Alliances Staff turnover Ongoing training and upskilling staff Other high priority policy agendas: Ukraine, war, climate, cost of living, immigration trends, housing, acute health services, political unrest, others.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPAF02	**Scaling up and replicating best practice** Optimising programme quality and impact by supporting wide-scale application of innovative, effective and sustainable age-friendly practices	Number of Age Friendly projects implemented/replicated across wider network of 35 Programmes. Target of 10,425 participants through Healthy Age Friendly Homes – housing, health, community, digital, financial, energy supports. Recognition for Age Friendly practices through Awards processes and Repository. Wider roll out and number of new pilots – ExWell, AF Libraries, and physical activity Initiatives and many others. CHO Area 5 Assistive Technology Project – frailty in nursing homes. Developing opportunities for a regional approach to scaling up initiatives, eg creative initiatives for older people's health and wellbeing	AF1	D06	Q1-Q4	Resources to record the range of work taking place. Risk of local authorities not meeting their Memorandum of Operating Commitment. Increasing costs and local host budget dependent Local/national resources and funding to implement and extend Embedding Age Friendly principles in existing government funding streams	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPAF03	**Influencing and Implementing National Policy**	Critical engagement on cross-departmental policy development in all Government Departments in the context of the Programme for Government 2020 Collaboration with Sláintecare (DoH) on Healthy Age Friendly Homes. Support to HSE on a number of programme areas through participation of staff in shared service or Older People's Councils Engage with Department of Transport/National Transport Authority on the delivery of Age Friendly actions	AF1	D06	Q1-Q4	Availability of Resources Engagement with other partners	Y

12. Climate Action and Environment

Local authorities play a significant role in the enforcement of environmental legislation nationally. Staff in Local Authorities enforce over 500 environmental protection obligations arising from more than 100 pieces of legislation. This includes compliance with waste management, water quality and Air Quality /Noise legislation. The Environment Department also has responsibilities relating to the provision and management of burial grounds, flood relief schemes, control of dogs and horses, casual trading and coastal protection.

The Council through its Environmental Awareness Officer develops and implements environmental awareness programmes across many of these functions and is particularly active in schools as well as the community and commercial sectors to promote sound environmental practices.

Meath County Council, like all local authorities, is recognised as a key driver in advancing the implementation of national climate policy and has significant roles in the delivery of both climate mitigation and adaptation. The government in December 2023 launched the Climate Action Plan 2023, setting out how Ireland will accelerate the action required to respond to the climate crisis, putting climate solutions at the centre of Ireland's social and economic development.

The Climate Action and Low Carbon Development (Amendment) Act 2021 requires each Local Authority to prepare a Local Authority Climate Action Plan specifying the adaptation and mitigation measures to be adopted by the Local Authority. This requirement is reinforced in the national Climate Action Plan 2023 and Local Authority plans must be submitted to the Department of the Environment , Climate and Communications no later than March 2024. In compliance with this requirement Meath County Council prepared a draft Climate Action Plan 2024-2029 which was on display until the 8th January 2024 and following consideration of all submissions received the plan is scheduled for adoption at the February 2024 full Council meeting.

Corporate Plan Supporting Strategies

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Environment Department are set out below:

Supporting Strategy Ref.	Supporting Strategy	Strategic Objective
ENV1	To effect real positive change with respect to delivery of the national transition objective to a low carbon and a climate resilient future by	4, 5, 7

	mainstreaming climate change adaptation and mitigation over time into all functions, operations and services of the local and including the implementation of the measures and actions contained in the Local Authority Climate Action Plan 2024-2029	
ENV2	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
ENV3	Implement the provisions of the River Basin Management Plan 2018-2021 pending the adoption of a new plan covering the period 2022-2027 in conjunction with other statutory bodies and stakeholders as part of the delivery of water quality improvements.	1, 4, 6
ENV4	Implement the provisions of the "National Waste Management Plan for A Circular Economy" 2024- 2030 which is expected to be launched in February 2024. The Plan sets out a framework for the management of waste during that period and will adopt the ambition of 0% waste growth for each year.	1, 2, 4
ENV5	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

Principal Services and Financial Resources

The table below sets out the budgetary provision adopted by the Members of Meath County Council in Budget 2024 to fund these services:

Principal/Budget Service	Description	Total €
E01	Landfill Operation and Aftercare	622,987
E02	Recovery and Recycling Facilities Operations	763,974
E03	Waste to Energy Facilities Operations	-
E04	Provision of Waste to Collection Services	265,743
E05	Litter Management	625,569
E06	Street Cleaning	2,226,489
E07	Waste Regulations, Monitoring and Enforcement	7,002,608
E08	Waste Management Planning	-
E09	Maintenance of Burial Grounds	478,293
E10	Safety of Structures and Places	975,649
E13	Water Quality, Air and Noise Pollution	849,214
E14	Agency and Recoupable Services	313
E15	Climate Change and Flooding	1,297,478
	Total	**€23,686,267**

Principal Service Objectives

The table below sets out the principal services that will be delivered during 2024:

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPENV01	Create connectivity and collaboration with local communities by promoting environmental initiatives such as the Green Kilometre Scheme, the Anti-Dumping Initiative, Pride of Place, Tidy Towns and, the Litter League. Such collaboration supported by grant schemes including Amenity Grants, Community Environmental Action fund, and designed to result in sustainable locally led environmental actions and initiatives.	Number of communities taking part in various schemes	ENV2	EO5	Ongoing	No material Risk	N/A

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPENV02	Promotion through social media and other forums of 'green' and sustainable business and recycling Emphasis on Green Procurement and supporting an environmental awareness programme for businesses in fostering a repair culture which results in a reduced impact on the environment. Work with the EPA, Regional Waste Management Plan Offices, the Local Authority Prevention Network and other stakeholders in supporting businesses in their Green Initiatives. To implement in collaboration with other stakeholders the various initiatives provided for in the National Waste Action Plan for a Circular Economy 2024-2030 and designed to shift the focus away from waste disposal and treatment to ensure that materials and products remain in productive use for longer and delivering a circular economy that will have positive environmental, economic and social impacts.	Businesses working with other stakeholders and demonstrating green initiatives and procurement practices.	ENV2	EO8	Ongoing	Lack of buy-in from business sector.	N/A

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPENV03	Work closely with the Councils Climate Action Forum, the Climate Action Regional Office (CARO) and other bodies at local and National level in developing and implementing relevant activities including those set out in the local authority Climate Action Plan 2024-2029 as well as the sectoral strategy Delivering Effective Climate Action (DECA) 2030 Comply with commitments entered in the Climate Action Charter with the Minister for Communications, Climate Action and the Environment. Utilise the internal Climate Action and Sustainable Development Goals Team to ensure climate action and SDGs are considered in all Council projects. To work with Wicklow, and Kildare County Councils in the newly established Mid East Energy Bureau which will support the three local authorities to meet their 2030 Energy Efficiency and Carbon Emission Targets, to fulfil their exemplary role with respect to	Number of Climate Change actions initiated.	ENV1	E15	Ongoing	Resources and buy in. Resistance to change.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
	climate action and to accelerate the development of energy management systems in each local authority						
SPENV04	Establish education and awareness initiatives to ensure households, schools and businesses are well informed about best waste management practices such as waste prevention, use of correct bins, etc. Work with the waste collection sector in ensuring the roll out of Brown Bins to all households as provided for in the 2023 Regulations. Use the Green Schools Programme, The Really Rubbish Film Festival for Secondary Schools, and work with the waste companies in driving better prevention and recycling behaviours.	Number of environmental initiatives undertaken	ENV2	EO5	Ongoing	No material Risk	N/A
SPENV05	Dog Control -Education and Awareness -Promotion of responsible dog ownership. Media Campaigns, On the Ground presence, Enforcement. Dog awareness days.	Number of campaigns undertaken	ENV5	Revenue	Ongoing	No material Risk	N/A

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPENV06	To continue to implement measures arising from the adopted Beach Management Plan for the area of the coast adjacent to Laytown, Bettystown and Mornington including the provision of enhanced community facilities and retention of car free beaches.	Measures implemented.	ENV2	Capital	Ongoing	Resources and buy in. Resistance to change.	N/A
	To work with the OPW, National Parks and Wildlife, the East Border Region and other stakeholders in having coastal erosion studies undertaken and the preparation of a dunes management plan in the Mornington area.	Studies Completed – Flags awarded.	ENV2	Grant Funding	End of 2024	No material Risk	N/A
	To retain Green Coast Flags and seek to achieve Blue Flag status for Bettystown following completion of the new Community Building.						

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPENV07	Mornington Phase 2 (Marsh Road) Flood Relief Scheme – complete preliminary design work and environmental impact assessments in conjunction with the adjoining Greenway Project. Complete outstanding snagging for Northlands Flood Relief Scheme. Collaborate with OPW on the Meath Flood Steering Group in addressing areas which are subject to flooding pressures.	Schemes progressed / completed.	ENV3	E15	Q3 -2024	Funding from OPW Delays at planning stage.	N/A (assessed as part of CFRAM)
SPENV08	Pritorise as part of RMCEI Inspection process the National enforcement priorities 2022-2024 for Water, Waste and Air /and Noise	Meeting RMCEI targets for inspections. Number of compliant premises.	ENV1	E13	Ongoing	Staffing Levels	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPENV09	Illegal landfills and Historic Landfills (1977 -1996) As part of the Regularisation of Illegal Landfills shown on the Section 22 Register complete registration process on the EPA register Progress legal proceedings in respect of illegal landfills to greatest extent possible.	Number of landfills assessed and Certs of authorisation from EPA obtained Number of illegal landfills subject to proceedings.	ENV4	E01 and DCCA	Ongoing	Prioritisation of Dept funding Resources	Y
SPENV10	Waste Enforcement – Pritorise as part of RMCEI Inspection process the National Waste enforcement priorities 2022-2024 tackling significant illegal waste activities, construction and demolition activity, end of life vehicles, waste collection -household and commercial -brown bins, multi-agency sites of interest, tracking waste flows. Working with waste collection industry and other bodies and using modern technology/ social media in curbing illegal waste activity.	RMCEI Inspection targets met and number of illegal activities subject to proceedings.	ENV2	E07	Ongoing	Resources Legal Actions	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPENV011	Implement measures from the National Plan "National Waste Management Plan for a Circular Economy" Actions/Policies arising - Initiate policies/actions at local level. Participate in steering groups established by the Regional Waste Management Plan Office	Policy objectives of the Plan met	ENV4	E07	Ongoing - 2024-2030	Resources	Y
SPENV012	Water quality — Pritorise as part of RMCEI Inspection process the National Water enforcement priorities -WFD monitoring, bathing waters, water quality complaints and incidents, private water supplies, farm inspections, Section 4 licences, septic tank inspections. Working with LAWCO and associated bodies in tackling water quality issues in and outside priority areas for action as per the River Basin Management Plan 2018-2021 and the replacement plan.	RMCEI Inspection targets met Number of Water Bodies inspected Number of actions taken to address water quality issues.	ENV3	E13	Ongoing	Resources and resistance from landowners.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPENV013	Basketstown Landfill – groundwater /leachate issues - Achieve acceptable groundwater levels and identify alternative leachate treatment options.	EPA Licence conditions complied with.	ENV2	EO1	Ongoing	Staff resources	Y
SPENV14	To complete the development of the new Burial Grounds in Loganstown Trim and initiate a procurement process for Consultants in respect of the design of a new burial grounds and Playgrounds for Stamullen. Provide for other burial options in graveyards under the Councils control including Columbarium Walls	Development completed in Trim and Contractors appointed for Stamullen	ENV2	E09	Q1 -2024 Trim Q2 Stamullen and Columbarium Walls	Resources	Y

13. Fire and Emergency Services

Meath Fire and Rescue Service provides a broad range of functions ranging from operational response to fire prevention, including:

- Firefighting and rescue services
- Community fire safety
- Technical fire prevention
- Major emergency planning and emergency preparedness

Corporate Plan Supporting Strategies

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Fire and Emergency Services are set out below:

Supporting Strategy Ref.	Supporting Strategy	Strategic Objective
FES1	Provide an excellent service and efficient Fire Operations and Prevention Service.	1, 5, 7
FES2	Review and update the County's Major Emergency Plan.	1, 6

Principal Services and Financial Resources

The table below sets out the budgetary provision adopted by the Members of Meath County Council in Budget 2024 to fund these services:

Principal/Budget Service	Description	Total €
E11	Operation of Fire Service	8,019,338
E12	Fire Prevention	558,792
Total		**€8,578,130**

Principal Service Objectives

The table below sets out the principal services that will be delivered during 2024:

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
FES1	**Fire Service Operational Response and Resilience:** Maintain existing operational service emergency response. Enhance investment in fire stations and facilities, fire appliances, other vehicles and necessary equipment. Engage locally and regionally on Major Emergency Management and preparedness for severe weather and other events. Enhance Pre-Incident Planning in all station areas/improve prevention and protection through awareness of risk. Maintain the ISO 45001 accredited Safety Management System	Maintain response to all fire service incidents and review in line with national KPIs – F1, F2, F3. Regular review of the Safety Management System in accordance with ISO 45001 requirements Meath County Council Fire and Emergency Operational Plan as revised National policy 'Keeping Communities Safe' and 'Fire Safety in Ireland' Task Force Report 2018 NDFEM requirements from Capacity Review and External Validation Group II or subsequent such Departmental reviews	FES 1 FES 2	E11 E12	Ongoing action/activity	Extreme weather conditions or unforeseen event affecting ability to adequately respond to incidents Industrial Relations negative impact on service provision in event reduced crewing by IR or strike actions Inability to recruit effectively to fill key roles due to national recruitment/retention issues Financial constraints negatively impact on training or other key aspect of Health and Safety Management System Reduction in capital funding or finances to maintain facilities and fleet	Yes

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
FES2	**Community Fire Safety:** Implement Community Fire Safety Strategy to reduce fire deaths and injuries in Meath Promote and engage with communities and schools on Community Fire Safety education Review Fire Safety Programme for the Traveller Community and suitable ways to engage on fire safety issues with 'at risk' or vulnerable groups. Engage with and promote European BeFireSafeatSchool Programme for Secondary Schools in County	Agreed Community Fire Safety Strategy Deliver on national policy including advancing recommendations of post Grenfell Fire Safety Task Force Report Offering Fire Safety Schools programme to all primary schools	FES 1	E11 E12	Ongoing action/activity	Staff resources available to deliver on community fire safety objectives Local citizens and schools engage with Fire Service to allow delivery of CFS strategy	Yes

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
FES3	**Fire Prevention and Protection:** Continue assessment and granting of Fire Safety Certificates (FSC) under BC Act and Regulations within the statutory time-lines. Fire safety assessment for Planning applications and fire service engagement with pre planning. Continue fire safety follow-up and inspections under the Fire Services Act for Annual Licensing, Dangerous Substance Licensing, fire safety complaints, and Pre-Incident Planning. Use of CSOL elicensing and response as notified party to Courts Service for license applications. Ensure suitable database in place for correct handling of premises information. Coordinate process of collation of buildings fire safety information, inspection, engagement and enforcement for legacy buildings and where	Process Fire Safety Certificates in line with Building Control guidance National KPI – P5. Working to an agreed Inspection Plan and meeting statutory deadlines and requirements. Ensuring compliance with Fire Safety guidance documents and standards	FES 1	E12	Ongoing action/activity	Non-compliance with fire safety and building control legislation Impact on staff resources resulting in inability to deliver to statutory requirements and meet inspection plan Risk associated with discovery and resolution of fire safety issues in legacy buildings diverts resources from other key areas – Fire Safety Defects in Apartments Scheme may require extra resources to deliver under Fire Services Acts Large scale or severe impact of building fire affects planned inspection programme by diverting resources	Yes

	complaints arise.						
SDO Ref	**Service Delivery Objective**	**Performance Standard**	**Supporting Strategy**	**Budget Division**	**Timeline**	**Key Associated Risk**	**Captured in Risk Register (Y/N)**
FES4	**Major Emergency Preparedness** To implement, within the National Framework for Emergency Management, measures to identify and mitigate hazards. To plan for, respond to, and to coordinate recovery from major emergencies which threaten persons, infrastructure, the environment and property. To provide a response to emergencies consistent with the National Framework for Emergency Management To provide an effective response to emergencies including: Severe Flooding Events Severe Weather Events Major Emergencies Integration of Disaster Risk and Climate Change Adaptation into Emergency Planning	Major Emergency Plan revised and updated to reflect current requirements Provide a response to Severe Weather and severe flooding events consistent with the response outlined in the Meath County Council Major Emergency Plan Ensure Business Continuity Plans are prepared and reviewed to adequately address any such emergencies that might be anticipated to occur. Emergency Preparedness enhanced by delivery of staff training programme on Major Emergency Planning	FES2	E11	Ongoing action/activity	Major Emergency Plan not updated and accurate Deficiency in frequency or standard of training negatively impacts ability to respond and meet service delivery objectives Deficiency in resources or equipment negatively impacts ability to respond and meet MCC service delivery objectives Loss of service delivery if adequate Business Continuity Plans are not developed and implemented. In the event of a Major Emergency the response does not meet the agreed inter agency Strategic Objectives	

14. Civil Defence

Meath Civil Defence Service provides a broad range of training and operational response to support the Principal Response Agencies, Local Authority, An Garda Síochána and Health Service Executive in times of crisis and emergencies and community support at numerous local and regional events through a group of more than 185 volunteers. Currently Meath Civil Defence are operating under the National Towards 2030 Document. This document sets out 5 Core Services of operation for Civil Defence. These Core Services are:

1. Emergency Response
2. Search and Rescue
3. Medical Response
4. Community Assistance
5. Radiation Monitoring Service

Typical operations under these 5 Core Services include:

- Support during severe weather events with 4x4 transport to the PRA's.
- Flood pumping in support of the Local Authority and the Fire Service.
- Access and evacuation during flooding utilising boat and sled raft.
- Evacuation and rest centre support to the Local Authority Housing Section.
- Welfare provision for Volunteers and Responders.
- Any additional tasks required by the PRA's for which training has been provided.
- Land and river search for missing persons in support of An Garda Síochána and the Coastguard incorporating:
    - Drone
    - Sonar and underwater camera.
    - Mapping capability and orienteering
    - K9 search dog
- Communications and co-ordination support to the PRA's through mobile on-site communications vehicle.
- Rescue and recovery capability including rope rescue.
- Water distribution in time of disruption
- Support for community events organised by the Local Authority
- Support for community events organised by local clubs and committees
- Safety boat and kayak cover at water based or close to water events
- Provision of trained volunteers to a high standard under PHECC guidelines to support the HSE NAS in emergency situations
- Provide Ambulance and Medical support at local and regional events
- Provide support to HSE Public Health with transport of patients to care facilities
- Provision of transport for Dialyses patients to treatment centres in severe weather
- Maintain radiological capability through training to support the RPII section of the EPA for:
    - Background radiation readings

- Soil sampling
- Vegetation sampling
- Delivery of samples

Corporate Plan Supporting Strategies

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for Civil Defence are set out below:

Supporting Strategy Ref.	Supporting Strategy	Strategic Objective
FESCD01	Maintain and provide an excellent volunteer corps to support the Principal Response Agencies and provide community support at local and regional events	1, 4, 5, 6, 7

Principal Services and Financial Resources

The table below sets out the budgetary provision adopted by the Members of Meath County Council in Budget 2024 to fund these services:

Principal/Budget Service	Description	Total €
E1001	Civil Defence	€360,865.00
	Total	**€360,865.00**

Principal Service Objectives

The table below sets out the principal services that will be delivered during 2024:

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
CD01	Maintain Civil Defence Strength between 180 – 200 active volunteers	180 – 200 active volunteers on the Civil Defence register	FESCD01	E09	Ongoing	Drop in volunteer numbers Economic factors affecting volunteer's availability. Financial Resources	**Y**
CD02	Provide multi-discipline training and qualification programmes for volunteers	No. of volunteers attending training and qualifying in range of disciplines provided	FESCD01	E09	Ongoing	Lack of support from Civil Defence college Availability of instructors and volunteers Suitable vehicle fleet Financial Resources	**Y**
CD03	Respond to calls for assistance from the Principal Response Agencies	Minimum of 10 volunteers responding in the first hour of a call and cascading upwards thereafter as the situation dictates	FESCD01	E09	Ongoing	Unavailability of volunteers due to family, work and personal commitments.	**Y**
CD04	Provision of Community Support at events	Maintain the number of events covered at a minimum of 120	FESCD01	E09	Ongoing	Unavailability of volunteers due to family, work and personal commitments	**Y**

15. Library Services

Meath Library Service provides a countywide branch network, local studies department and a schools service. In addition to an ongoing programme to improve access, the service provides a wide programme of cultural, literary events and festivals each year.

Corporate Plan Supporting Strategies

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Meath Library Service are set out below:

Supporting Strategy Ref.	Supporting Strategy	Strategic Objective
LS1	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

Principal Services and Financial Resources

The table below sets out the budgetary provision adopted by the Members of Meath County Council in Budget 2024 to fund these services:

Principal/Budget Service	Description	Total €
F02	Operation of Library and Archival Service	5,908,699
	Total	**€5,908,699**

Principal Service Objectives

The table below sets out the principal services that will be delivered during 2024:

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPLS01	To ensure all public lending facilities, programmes, ICT and new sensory services operate at optimum levels.	Issues and visits across the 12 service points returned to pre-covid-19 levels NOAC indicator LI: Library Visits and Issues	LS1	F02	On-going	Staff numbers reduced as posts are vacated due to retirement or resignation and delays in recruitment.	Y
SPLSO2	To progress upgrade to Duleek library.	Branch upgraded	LS1	F02	Q3	Competing priorities for Facilities Management and reinstatement of national grant aid – Small Scale Capital Works scheme	Y
SPLS03	To progress work on County Archive	Planning approved	LS1	F02	On-going	Competing priorities for Facilities Management Planning approval	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPLS04	To introduce the My Open Library Service to Kells and Slane.	Open 7 days a week 08.00 am to 10.00pm	LS1	F02	Q2	Non- compliance of public with Health and Safety procedures.	Y
SPLS05	To introduce the My Open Library Service to Nobber and fully re-launch branch.	Open 7 days a week 08.00 am to 10.00pm	LS1	F02	Q2	Non- compliance of public with Health and Safety procedures.	Y
SPLS06	To further develop new branch facility in tandem with Enfield Community Hub	Operating fully as MOL at new location	LS1	F02	Q2	Staffing issues : numbers reduced as posts are vacated elsewhere due to retirement or resignation and delays in recruitment.	Y
SPLS07	To develop and open new branch in St. Kinneth's , Ballivor	Branch open	LS1	F02	Q1	Staffing issues : numbers reduced as posts are vacated elsewhere due to retirement or resignation and delays in recruitment	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPLS08	To finalise purchase, preparation and delivery of stock and equipment for new branch in Bettystown. Complete fitout, recruit and train staff and open branch	Branch open	LS1	F02	On-going	Work on new project delayed by cost or contactor issues.	Y
SPLS09	To mainstream delivery of Facebook funded tablet lending programme to older persons based on pilot scheme at 4 branches in 2023 and 2024	Staff training delivered Training to public commenced	LS1	F02	On-going	Staff numbers deployed on frontline projects Unable to release staff due to cover requirements at other locations	Y
SPLS10	To deliver local elements of LGMA devised national library programmes and campaigns • Right to Read • Work Matters • Healthy Ireland • Communications • Age Friendly	Receive LGMA recognition awards and meet national timeframes for delivering local programming.	LS1	F02	On-going	Local library performance does not meet national charter targets.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPLS011	To support local plans and elements of nationally devised cultural programmes • Creative Ireland • Cruinniú na nÓg	Meet national timeframes for delivering local programming and reviews of plans.	LS1	F02	On-going	Local performance does not meet national SLA.	Y
SPLS012	To support locally devised cultural programmes	The required Council support identified and delivered.	LS1	F02	On-going	Staff and time implications	Y

16. Arts Office

The Arts Office, in implementing the County Arts Development Plan 2019-2024, delivers a range of programmes, funding opportunities, initiatives and events aimed at supporting the arts and creative sector in the county as well as encouraging increased engagement and participation.

Corporate Plan Supporting Strategies

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Arts Office are set out below:

Supporting Strategy Ref.	Supporting Strategy	Strategic Objective
A1	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
A2	Implementation of the County Arts Development Plan 2019-2024.	1, 5, 7

Principal Services and Financial Resources

The table below sets out the budgetary provision adopted by the Members of Meath County Council in Budget 2024 to fund these services:

Principal/Budget Service	Description	Total €
F05	Operation of Arts Programme	1,594,316
	Total	**€1,594,316**

Principal Service Objectives

The table below sets out the principal services that will be delivered during 2024:

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPA01	County Arts Plan 2019 – 2024 Strategic Priority 1 To Nurture and Support Artists and Creators.	Implementation of Goals and Actions Strategic Priority 1 County Arts Plan 2019-2024. Implementation of agreed actions as per MCC/Arts Council Framework Agreement 2019 – 2026 Strategic Action 1 –*Supporting Artists* Implementation of actions as per Meath/Creative Ireland Culture and Creativity Strategy 2023 – 2027	A1 and A2	F05	Ongoing	Staff Resource	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPA02	County Arts Plan 2019 – 2024 Strategic Priority 2 To Enhance our local Cultural and Creative infrastructure	Implementation of Goals and Actions Strategic Priority 2 County Arts Plan 2019-2024. Implementation of agreed actions as per MCC/Arts Council Framework Agreement 2019 – 2026 Strategic Action 2 Kells Creative Placemaking Implementation of actions as per Meath/Creative Ireland Culture and Creativity Strategy 2023 - 2027	A1 and A2	F05	Ongoing	Staff Resource	Y
SPA03	County Arts Plan 2019 – 2024 Strategic Priority 3 To Provide Children and Young People access to high quality participatory arts experiences	Implementation of Goals and Actions Strategic Priority 3 County Arts Plan 2019-2024. Implementation of agreed actions as per MCC/Arts Council Framework Agreement 2019 – 2026 Strategic Action 3 Young People and the Arts Implementation of actions as per Meath/Creative Ireland Culture and Creativity Strategy 2023 - 2027	A1 and A2	F05	Ongoing	Staff Resources	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
SPA04	County Arts Plan 2019 – 2024 Strategic Priority 4 To Promote Inclusivity and Diversity through the Arts	Implementation of Goals and Actions Strategic Priority 4 County Arts Plan 2019-2024. Implementation of agreed actions as per MCC/Arts Council Framework Agreement 2019 – 2026 Strategic Action 4 Inclusivity and Diversity in the Arts Implementation of actions as per Meath/Creative Ireland Culture and Creativity Strategy 2023 - 2027	A1 and A2	F05	Ongoing	Staff Resources	Y

17. Corporate Affairs and Governance

The Corporate Affairs and Governance Department provides services to the Elected Members of Meath County Council, enabling them to carry out their democratic duties on behalf of the citizens of the county. It plays a role in facilitating other organisational activities, including business planning, risk management, the Register of Electors and compliance with certain legislative requirements such as data protection, Freedom of Information and ethics. The department provides communications and media services, manages the Council's facilities and promotes a strong health and safety culture throughout the organisation.

Corporate Plan Supporting Strategies

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Corporate Affairs and Governance Department are set out below:

Supporting Strategy Ref.	Supporting Strategy	Strategic Objective
CS1	Develop and drive the Council's communications strategy to secure and strengthen the Council's reputation as an economic and community leader and an effective and efficient provider of high quality services.	1, 5
CS2	Provide an excellent, accessible and responsive customer service to underpin customer satisfaction and deliver on the objectives of our Customer Charter, including through an upgraded CRM system.	1, 7
CS3	Continue to strengthen our governance and business planning processes, including an update on the Business Continuity Plan for the organisation.	1, 7
CS4	Ensure our compliance with data privacy and access to information legislation.	1, 7
CS5	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
CS6	Optimise the use of our buildings and facilities for the benefit of the organisation and the community.	1, 5
CS7	Consolidate a health and safety culture as a core value of the organisation through the implementation of our Safety Management System.	7
CS8	Implement the Public Sector Duty by assessing the relevant issues and putting in place measures to address them.	1, 5, 7
CS9	Implement the Town Centre First Policy to ensure our towns are viable, vibrant and attractive locations for people to live, work and visit.	1, 2, 5

Principal Services and Financial Resources

The table below sets out the budgetary provision adopted by the Members of Meath County Council in Budget 2024 to fund these services:

Principal/Budget Service	Description	Total €
D09	Economic Development and Promotion	334,983
H04	Franchise Costs	290,825
H05	Operation of Morgue and Coroner Expenses	296,788
H09	Local Representation and Civic Leadership	3,727,478
	Total	**€4,650,074**

Principal Service Objectives

The table below sets out the principal services that will be delivered during 2024:

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
CSS01	To ensure the effective delivery and transparency of the democratic process	All Council meetings serviced and statutory requirements adhered to. Support to the Women's Caucus. Members Reps responded to appropriately and closed Declarations of Interest and donations submitted annually Register of Electors updated on a rolling basis	CS1	H09 H04	On-going	Non-compliance with codes of conduct. Lack of sufficient management of business processes.	Y
CSS02	To deliver a responsive and effective customer service across the organisation	All customer contacts logged on CRM and dealt with in accordance with the Customer Charter. All complaints and appeals are addressed in line with policy and within timeframes.	CS1 CS2	J02	On-going	Customer charter targets are not being consistently met.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
CSS03	To maintain robust governance and business planning practices across the organisation and promote transparency, accountability and high ethical standards	Risk Registers – reviewed annually Declaration of Interests – submitted annually Up-to-date Business Continuity Plan	CS3	J02	On-going	Lack of a sufficient risk management leading to increased costs, reduced efficiency and reputational damage. Non-compliance with codes of conduct.	Y
CSS04	To manage the democratic process at the Local Elections 2024 and to support the newly elected Council.	Local Elections completed in compliance with legislation and democratic principles. Induction and training provided for Elected Members.	CS5	J02	On-going	Insufficient management of the Local Election processes. Engagement and buy-in from the Elected Members	Y
CSS05	To support the internal audit function and service the Audit Committee	Audit Committee meetings serviced and statutory requirements adhered to.	CS3	J02	On-going	Lack of sufficient management of business processes.	Y
CSS06	To ensure that data and information held by the Council is protected, well managed, accessible and processed in accordance with statutory requirements	All FoI, AIE and Data Subject Access Requests are processed within timeframes. Minimise and manage data breaches.	CS4	J02	On-going	Non-compliance with legislative requirements. Data breaches and data loss through poor administrative practice.	Y
CSS07	To provide effective internal and external communications and stakeholder engagement	Develop and implement the Council's Communications Strategy	CS1	J02	On-going	Ineffective communication with stakeholders leading to negative exposure	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
	and to promote the Council and its work	Number of Website and Social Media engagements (NOAC)				and/or inaccurate and misleading reporting.	
CSS08	To manage the delivery of Corporate Events and the formal corporate agreements with other bodies and twinning partners.	Number of events organised	CS1 CS5	J02 D09 F04	On-going	Civic Events - Inadequate planning and controls leading to personal injury and/or property damage.	Y
CSS09	To assess the relevant human rights and equality issues for the Council and to implement actions required to meet our obligations under the Public Sector Duty.	Annual report on compliance and follow-up actions required.	CS2 CS8	J02	On-going	Non-compliance with provisions of the Act	Y
CSS10	To support and promote the use of the Irish Language through the Irish Language Scheme	Implement the Council's Irish Language Scheme	CS1 CS2 CS5	J02	On-going	Non-compliance with provisions of the Act and /or breach of Act	Y
CSS11	To comply with legal and regulatory Occupational Safety and Health obligations including employees' mental and physical well-being.	Safety Management System implemented across all sections of the Council.	CS7	J08	On-going	Non-compliance with legislative provisions under the Safety, Health and Welfare at Work Act	Y
CSS12	Administer the operation of morgue and coroner service expenses	Efficient and effective service to meet needs of the community	CS1	H05	On-going	Demands on service due to change in public health profiles	N

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
						Inability of service providers to deliver on service requirements	
CSS13	To manage and maintain our buildings and facilities including a reduction in our energy use	Develop and implement a planned maintenance programme to ensure effective asset management Reduction in energy use in our civic buildings.	CS6	J01	On-going	Diminution in value of our assets Climate action targets not being met	Y
CSS14	To support Town Centre Regeneration through the implementation of the Town Centre First Policy	Implement Town Centre First Plan for Enfield and prepare other plans as appropriate.	CS5	D09	On-going	Ineffective communication with stakeholders leading to an unproductive Town Centre First Plan	Y

18. Finance

A broad range of services are provided by the Finance section including procurement, payment processing, income collection, banking, housing loans, insurance administration, budgeting and financial reporting. The Finance Department oversees effective expenditure controls and debt collection, with the overall objective of ensuring that the Council operates within its allocated budget. Obtaining value for money, efficient delivery of services and optimising revenue streams continue to be the main focus of the department.

Corporate Plan Supporting Strategies

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Finance Department are set out below:

Supporting Strategy Ref.	Supporting Strategy	Strategic Objective
F1	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 managing financial exposure.	1, 7
F2	Works in ways that realise better and more efficient services for customers, staff and stakeholders.	1, 7
F3	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

The table below sets out the budgetary provision adopted by the Members of Meath County Council in Budget 2024 to fund these services:

Principal/Budget Service	Description	Total €
J06	Finance Function	€1,324,601
	Total	**€1,324,601**

Principal Services and Financial Resources

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
FIN01	Efficient and effective administration of the Purchase to Pay Process	Prompt, compliant and secure processing and payment of suppliers supported by up to date policies and procedures and weekly KPI statistics and reporting and Management review.	F2	J06	Ongoing	Breach in Purchase to Pay Policy and procedures, errors and or systems failure	Y
FIN02	Maximise Income collection from major Revenue sources (Rates, Rents, Loans ,NPPR and Others)	Appropriate and effective communication with customers. Maximize existing technology and develop new systems.

Rates, Rents and Loans collection % published annually by NOAC | F2 | J06 | Ongoing | Threats to income collection performance

Global and National economic performance | Y |
| **FIN03** | Administer the Housing Loans Schemes to assist persons to House themselves where possible. | Communicate with the public regarding the services we provide. Assist the application process as much as possible. Ensure timely decisions. | F2 | J06 | Ongoing | Borrowers capacity to service loan repayments

National policies impacting on ability to manage loan book | y |

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
FIN04	Prepare and publish Quarterly Financial Reporting and Statutory Annual Financial Statements in line with Accounting Code of Practice and statutory deadlines.	Accurate and timely reporting is supported by detailed Finance work plans, tasks and schedules which include preparation and review of period end control accounts and regular budgetary reviews. Annual Audit Report prepared by independent Auditor under S(120) of the Local Government act 2001 Revenue Account balance published annually by NOAC	F2	J06	Scheduled	Financial impact on Meath County Council of unanticipated budgetary events	y
FIN05	Adopt Local Property Tax adjustment factor and Prepare and Publish Annual Statutory Budgets in consultation with public and elected members.	Prescribed annual budget programme includes consultation and engagement with all Service Divisions to product a balanced budget which meets the needs of all stakeholders.	F1	J06	Prescribed budget process and statutory deadlines	Challenges arising from the mix of views by stakeholders associated with the budget process.	Y
FIN06	Provide informative, efficient and effective Motor Tax service	Customer focus and real time monitoring of service delivery. Key Performance Indicators published twice annually.	F2	J06	On Going	Impact on customer service if NVDF systems are off line	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
FIN07	To promote a best practice Procurement culture across the organisation in order to deliver value for money savings and efficiencies, mitigate against procurement risks and ensure compliance with local and national policy and legislation.	Regular engagement by the Procurement team with all sections to advise on tendering and compliance with Policies and Procedures. Regular activity based reporting	F3	J06	On Going	Financial exposure arising from Legal challenges, non compliances or errors	Y
FIN08	Working in partnership with Irish Public Bodies in order to ensure adequate levels of Insurance Cover, to reduce insurance risks and to administer claims effectively and efficiently	Quarterly reporting on claims activity, cases before the courts and settlements made.	F2	J06	On Going	Reputational damage and costs associated with claims	Y

19. HR Management and People Development

The HR Department through workforce planning, will continue to identify emerging staffing requirements with a focus on recruitment, selection and retention of staff. The Department will continue to roll out a comprehensive learning and development programme with a view to supporting the objectives of the organisation and enabling staff to improve their skills and knowledge and contribute to their professional development and personal wellbeing. The department will also continue its lead role in employee relations and engagement and management of payroll, superannuation and associated processes. The Department will also continue to review and up-date relevant policies and procedures, with appropriate reference to our Public Sector Duty.

A focus in 2024 will be overseeing the review and development of Blended Working arrangements, including its impact on service delivery, team dynamics and workloads and the wellbeing of employees. The Department will also support the transition of the provision of water services to Uisce Eireann, including working with employee representatives and unions during that process. Similarly, the HR Department will assist with the implementation of the WRC Agreement on the Retained Fire Service and will manage relations more generally with the Trade Unions. The Department will support the Council as an Employer of Choice and in that regard will continue to support employee wellbeing, including the implementation of a staff health screening programme in 2024.

Corporate Plan Supporting Strategies

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Human Resources Department are set out below:

Supporting Strategy Ref.	Supporting Strategy	Strategic Objective
HR1	Continue to plan and deliver the organisation's workforce requirements.	1, 7
HR2	Work towards being an employer of choice.	1, 7
HR3	Create a culture of continuous learning and development.	7
HR4	Empower and enable our managers and supervisors.	7
HR5	Promote positive employee relations and engagement.	1, 7
HR6	Create a fair, supportive and healthy working environment.	7

Principal Services and Financial Resources

The table below sets out the budgetary provision adopted by the Members of Meath County Council in Budget 2024 to fund these services:

Principal/Budget Service	Description	Total €
J05	Human Resource Function Overhead	2,832,450
J07	Pension and Lump Sum Overhead	7,796,640
	Total	**€10,629,090**

Principal Service Objectives

The table below sets out the principal services that will be delivered during 2024:

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
HR01	To develop a Strategic Workforce Plan to support the development of a workforce structure appropriate for the delivery of corporate strategic goals and emerging objectives.	Workforce planning process integrated with service delivery and budgetary planning. Skills and competency requirements in place to deliver on service needs.	HR1	J05	Ongoing	Not effectively forward planning our medium to long-term requirements which may affect overall service delivery standards.	Y
HR02	To attract, recruit and retain people with the appropriate knowledge, skills and behaviours.	Enhanced recruitment and selection processes, taking account of new ways of working and new/revised working arrangements, and adapting to changing working environments and evolving employment market. Career opportunities with potential for development, progression and fulfilment.	HR2	J05	Ongoing	Competition from other organisations for staff (considering rapidly evolving employment markets and conditions). Loss of skilled, experienced and knowledgeable staff. Demanding working environment resulting in turn-over of staff due to high level of opportunities in certain disciplines/roles.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
HR03	To implement a Learning and Development Plan, in line with corporate priorities.	Focus on priority skills and knowledge requirements to best meet the changing needs of the organisation in the context of a fast-evolving working environment. Implementation of PMDS processes in context of new/revised working arrangements with focus on managing performance	HR3 HR4	J05	Ongoing	Organisational staff turn-over. Lack of sufficient emphasis on learning and development requirements to best meet organisational requirements. Performance management in context of new working arrangements.	N
HR04	To deliver tailored support and development initiatives to Line Managers	Focus on role of Line Managers in supporting staff, delivering policy and procedures. Supporting Line Mangers through coaching and developing leadership skills	HR3 HR4	J05	Ongoing	Inadequate awareness and implementation of Council policy. Failure to nurture leaders of the future Performance management in context of new/revised working arrangements.	N

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
HR05	To deliver a robust and efficient Payroll and Superannuation service to the organisation.	Scheduled payroll processes implemented in line with prescribed deadlines. Compliance with all regulatory requirements Staff supported through retirement processes.	HR2	J05	Ongoing	Lack of a sufficient management leading to reduced efficiency and risk of non-compliance with prescribed deadlines.	N
HR06	To maintain collaborative employee relations with unions and staff representatives, respecting IR mechanisms.	Good practice maintained with appropriate communication and information to staff, and continued engagement with trade unions in relation to change issues.	HR5	J05	Ongoing	Insufficient communication and information to staff and lack of appropriate engagement with trade unions resulting in poor staff morale and service delivery requirement issues.	N
HR07	To ensure organisational compliance with HR practices, procedures and regulatory requirements.	HR policies and procedures revised in line with new requirements and communicated to staff. Line managers and staff appraised of good HR practice and associated requirements.	HR2 HR4	J05	Ongoing	Poor culture re HR practices leading to staff morale and retention issues. Increase in individual and collective staff issues.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
HR08	To implement health and wellbeing initiatives that incorporate staff welfare, proactive health awareness and resilience and follow-up on high-level outcomes of the staff Health Screening Programme.	A healthy working environment (particularly in the context of new working arrangements) which promotes early engagement, good communications and supports a culture of dignity, respect and equality.	HR6	J05	Ongoing	Inability to appropriately respond to mental and physical health issues, staff motivation, morale and stress management issues.	N

20. Information Systems

The Information Systems Department provides a wide range of support services across the organization and its 2024 plans include the review and streamlining of processes, assessing further opportunities for online and mobile delivery to improve customer satisfaction and/or reduce costs and the continued modernization of platforms.

Corporate Plan Supporting Strategies

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Information Systems Department are set out below:

Supporting Strategy Ref.	Supporting Strategy	Strategic Objective
IS1	Implement actions to achieve the objectives of the Public Service ICT Strategy.	1, 7
IS2	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
IS3	Support core business processes with integrated software systems that are prioritised on the basis of delivering our strategic objectives.	1, 7
IS4	Ensure information and services are readily accessible to customers via the most appropriate channels.	1, 7
IS5	Use of GIS and roll out of map-enabled online services.	1, 7
IS6	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
IS7	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
IS8	Improve methods and information systems in knowledge, skills and document management, service management, stakeholder management, project management and process management. Share best practice across departments.	1, 7

Principal Services and Financial Resources

The table below sets out the budgetary provision adopted by the Members of Meath County Council in Budget 2024 to fund these services:

Principal/Budget Service	Description	Total €
J03	Information and Communication Technology - Revenue	4,350,038
	Total	**€4,350,038**

Principal Service Objectives

The table below sets out the principal services that will be delivered during 2024:

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
IS01	Develop an ICT Strategy guided by, supporting and complementing, internal and external strategies	- Cross-references with other strategies (internal, government, sector). - Promote "**Digital by Choice\Design**" for all MCC Services. - Implement criteria for prioritisation of projects.	IS1, IS2, IS3, IS4	J03	2024	- Negatively impacts on future internal and external customer services. - Lack of engagement from council departments.	Y
IS02	Develop an updated Meath County Council Digital Strategy.	- Cross-references with other strategies (internal, government, sector). - Survey Staff, Citizens, and External Organisations.	IS4	J03	2024	- Not currently budgeted for in 2024. - High dependency on availability of BBO (Community Team) Note there is a requirement from Government that all local authorities develop and implement a local digital strategy. This is to ensure all citizens, businesses, community stakeholders and partner agencies are engaged and afforded the opportunity to influence how the local digital landscape and strategy shapes up to meeting their needs into the future.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
IS03	Maintain, and continuously improve, the quality of operations and services to all Stakeholders (Internal and External)	- Availability and suitability of services with reference to internal and external client requirements. - Monthly Metrics from IT Helpdesk - Support of Blended Working - NOAC C4 - Overall Cost of ICT Provision per WTE. - NOAC C5 - Overall cost of ICT as a proportion of revenue expenditure.	IS2	J03	On-going	- All Risks identified as "operational" in IS Dept risk register.	Y
IS04	Governance – increase the implementation maturity of the Information Systems Departments PM skills.	- Research, and adopt best practices in IT, Project Management Process and Quality Management. - Training Plan and PDP	IS8	J03	On-going	- Lack of engagement from staff	Y
IS05	Cyber Security - reduce the risk of cyber-attacks and protect against the unauthorised exploitation of systems, networks, and technologies.	- Follow National Cyber Security Base Line Standard Framework - Improve organisations security posture	IS6	J03	On-going	- Budget - Resources (including Staff) - Skills - Lack of engagement from council departments.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
IS06	Information Security - implementing procedures and practices to protect our information.	- Participation in Information Security Committee - Improve organisations information security posture	IS6	J03	On-going	- Budget - Resources (including Staff) - Skills - Lack of engagement from council departments.	Y
IS07	Upgrade and improve environment to minimize risks, optimise efficiency, coverage, mobility, reliability, security, and scalability.	- Continuous upgrade of environment – including Infrastructure, Operating Systems, Applications, Patch Management etc. - Improve and secure current cloud environment. - Provide a platform for future cloud growth. - Improve systems to support Disaster Recovery (plan, implementation, testing). - Continue to improve mobility. - Participation in Business Continuity plan.	IS6	J03	On-going 2024	- Resources. - Skills. - Dependency on Office of Government Procurement and MCC procurement dept. - Reliance on 3rd party suppliers - Dependency on Corporate	Y
IS08	Increase resilience of IS environment, systems, and team.	- Availability of systems (see Error! Reference source not found.) - Further increase staff complement as per department needs. - Increased ICT staff skills (training).	IS1, IS2	J03	On-going	- Competitive IS job market. - Budget	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
		- Ensure additional support coverage is available (if needed\necessary) for each system via procurement\ suppliers' frameworks (*to complement internal resources*).				- Availability of external resources	
IS09	Implement new Corporate GIS	- Implementation of new web-based GIS for use by all departments - Implementation\Support of department specific GIS portals - GIS strategy and best practice guidelines developed. - GIS Dashboard - Retirement of Legacy systems	IS5	J03	2024 On-going 2024 On-going On-going	- Lack of engagement from council departments.	Y
IS010	**[Digital]** Increased availability and usage of online digital services, self-service delivery channels and interactive services for staff, and the public.	- **Procurement of new Customer Portal** - Dedicated team in place to manage\create digital services. - # of online digital and interactive services provided. - Project Selection Governance Team (see **0**)	IS3	J03	2024	- Budget - Resources (Staff) - Skills - Competing Projects - Lack of engagement	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
IS011	**[Business Process Improvement]** Set up a Process Improvement and Innovation (PII) team, which will co-ordinate the roll-out of improvement projects: delivering real benefit to MCC, its staff and customers.	- BPI Plan - Business case raised and signed off with the Management Team - High Level Multi Year Plan - Process approval\ prioritisation committee in place - Plan Coordinated programme between departments, with both external and internal training delivery.	IS2, IS7	J03	Multi-annual	- Resources (Staff) - Skills - Budget - Lack of engagement from council departments. - Sustainability of commitment with competing priorities.	Y
IS012	Increase the culture of innovation.	- Inclusion of feasibility studies and technology assessment in initial project phase. - Innovation management training. - Include time and resources to testing new technologies. - Appoint MCC Innovation Lead - Participation in DPER Innovation Network	IS7	J03	On-going	- Inefficiencies and lost opportunities if not done.	Y
IS013	Continued support, development, and updates to the Corporate CRM Platform.	- Support of system - Development of new and enhancements to existing modules (as per internal departmental\ section requirements)	IS3	J03	On-going	- Lack of engagement from council departments. - System Development\ Testing\ Project\ Vendor Issues - Budget	Y
IS014	Support the rollout and implementation	- Support the rollout and implementation of this	IS3	J03	On-going	- Rollout o Budget	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
	of the Health Age Friendly Homes Programme.	system, including mobile, data migration, and training. - Provision\ Support of agreed devices\ peripherals.			 2024	o Issues defining clear requirements. o System Development\ Testing\ Project\ Vendor Issues o Lack of engagement from Staff. - Support - Resources	
IS015	Strive to improve methods and systems for document management, service management, project management and process management.	- Recruit new staff member to Business Apps Team (Grade 6) - Review Alfresco alternatives such as SharePoint. - Training in SharePoint (or alternative) - Requirements exercise to define records management requirements (digital documents). - Procure and establish SharePoint (or equivalent) platform, define intranet templates, and begin implementing document libraries and knowledge bases.	IS8	J03	Multi-annual	- Sustainability of commitment with competing priorities. - Engagement with Data Protection Team - Budget - Resources (Staff) - Skills - Lack of engagement	Y
IS016	Actively participate in National projects for systems specification and adoption.	Implement - National Online Planning Portal - National Housing Asset Management System	IS1, IS2, IS3, IS4	All	Ongoing	- Local requirement not met by national projects. - Lack of engagement from council departments.	Y

SDO Ref	Service Delivery Objective	Performance Standard	Supporting Strategy	Budget Division	Timeline	Key Associated Risk	Captured in Risk Register (Y/N)
		- Web-Pay Replacement - MyCoCo initiatives - iPlan5 - Core Mobile\Online Payslips.				- Lack of resources\competing projects - Unforeseen circumstances.	
IS017	Support the 2024 Local Elections.	- Technical support. - Planning of hardware for use by elected members post-election.	IS3	H04	2024	- Unforeseen circumstances.	Y