



comhairle chontae na mí
meath county council

2025

Annual Service Delivery Plan



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Our Vision

“Make **Meath** Even **Better**”

Our Misson

“Delivering Meath County Council’s **ambition** and **vision** through **strong civic leadership, innovation, and community activism** while **upholding the highest standards of honesty, integrity, and accountability**”.



Our Core Values

Excellence and Ambition

Meath County Council is committed to delivering public services to our citizens, **driven by ambition and excellence.**

Leadership and Innovation

Meath County Council promotes **effective leadership and innovation** to explore new ideas and solutions.

Integrity and Honesty

Meath County Council will uphold the **highest standards of integrity and honesty** in our organisation and in delivering our democratic mandate.

Sustainability and Responsibility

Meath County Council is committed to **leading the way** in being a responsible community leader for the creation of a sustainable environment, strong economy, vibrant culture and liveable, age-friendly communities

Equality and Inclusion

Meath County Council will create an **inclusive environment** for our service users and our staff, where equality is upheld, and diversity is respected.



Introduction

In November this year, the Elected Members adopted the Meath County Council Corporate Plan 2024 - 2029. The Corporate Plan serves as the council's strategic framework for action over the duration of the current council term. It encompasses the vision to Make Meath Even Better. Meath County Council's 2025 Service Delivery Plan is formulated and adopted by the Members of Meath County Council in the context of this overarching vision.

The key focus for delivery in 2025 is:

- Putting a particular focus on our local county roads across all of our County;
- Ensuring Meath County Council continues to enhance our community and amenity infrastructure, particularly in our growing urban centres;
- Establish Meath as a leader in job creation and set a benchmark for economic development;
- Delivering the objectives of the Government's Housing for All Policy and the Meath County Housing Strategy, including age-friendly housing;
- Enhancing and maintaining our services, including significant additional resources in rural regeneration;
- Deliver the ambitious goals outlined in our Climate Action Plan and in our nine decarbonising zones.

This Service Delivery Plan for 2025 outlines the commitments and plans for the year ahead. A graphic summary of the achievements for the previous year will be published in May 2025 and delivered to every household in the County. This initiative reflects the Council's desire to keep residents informed and engaged, allowing for a more transparent dialogue between the council and the community it serves.

Organisational Priorities

The Corporate Plan sets out the Vision, Mission, Strategic Objectives and Supporting Strategies of Meath County Council for the period 2024 – 2029. 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 2024 – 2029 are as follows:



1

Public Service Delivery

Meath County Council will provide high-quality public services to our citizens through staff excellence, innovation, and digital solutions and we will uphold the principles of integrity and honesty.



2

Sustainable Economic Development

Meath County Council will create an economically vibrant and sustainable county that enables our people and businesses to thrive.



3

Housing Delivery

Meath County Council will facilitate and promote a robust and sustainable housing strategy that plans and provides for the housing needs of our citizens.



4

Climate Action

Meath County Council will spearhead the development of a climate-resilient, biodiverse rich, environmentally sustainable, and climate-neutral economy in County Meath.



5

Diversity and Integration

Meath County Council will promote integration and inclusion in all communities in the County and will champion a culture of active engagement and support with community leaders, including those in our Gaeltacht areas, to ensure every individual feels valued and connected.



Democratic Mandate

Meath County Council will proactively partner with all stakeholders to fulfill the Council's democratic mandate.



Age Friendly Ireland Shared Service

Under the auspices of the Age Friendly Ireland Shared Service, Meath County Council will set a global benchmark in creating an inclusive, accessible, and supportive environment for our Country's ageing population.

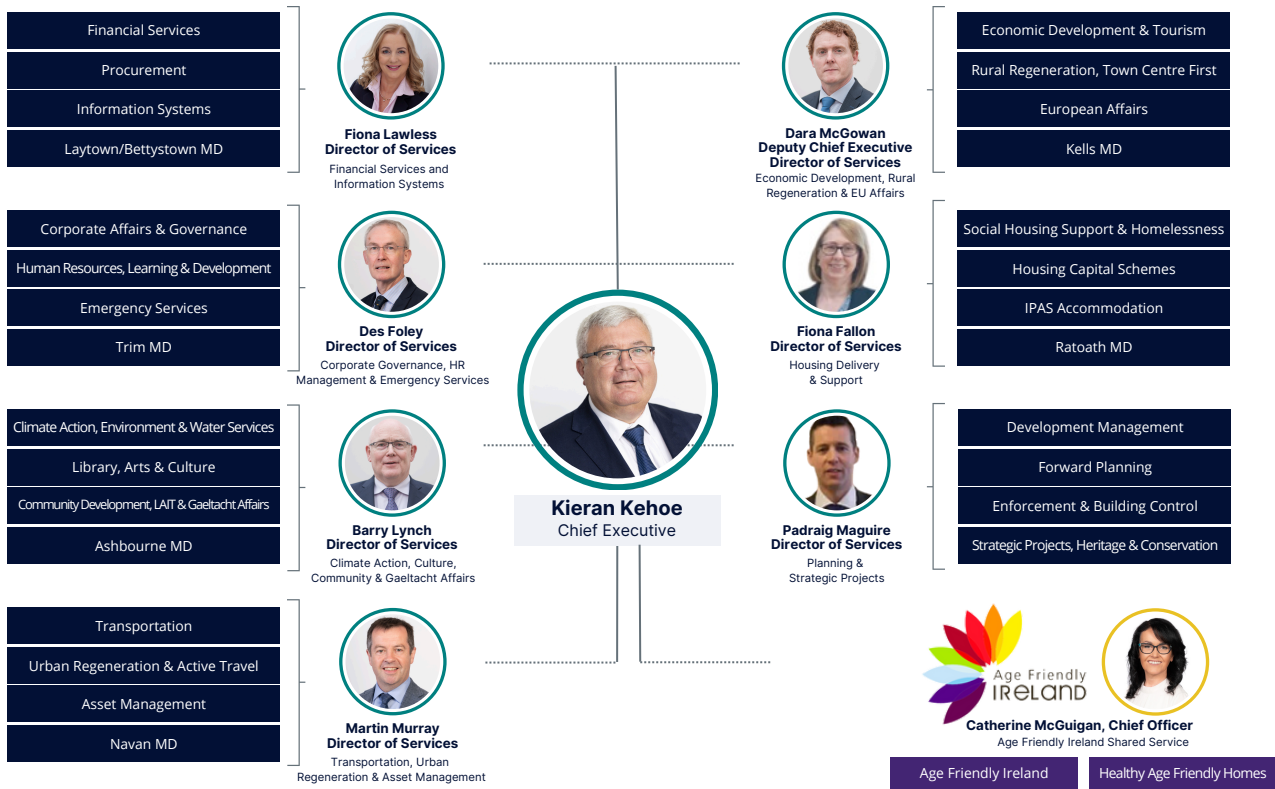
These Strategic Objectives and Supporting Strategies, as set out in the Corporate Plan, provide the framework within which services are to be delivered by the Executive of the Council. This Service Delivery Plan sets out how these objectives and strategies will be progressed during 2025.

In addition, every Department in the Council has identified key projects aimed for delivery in 2025 that align with our overarching strategic objectives. These projects are designed to address pressing community needs, enhance service delivery, and promote sustainable development across various sectors. Details of these projects can be found in Appendix 1.



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:



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

Organisational Resources

Meath County Council's 2025 Budget provides for a total expenditure of €232,057,479 in relation to day to day services. The Annual Budget is set out based on the main Service Divisions:

Service Division	Expenditure	% of Budget	Spend Per HOP
Housing	€70,861,768	31%	€322
Road Transport & Safety	€62,428,900	27%	€283
Water Services	€10,837,452	4%	€49
Development Management	€27,959,776	12%	€127
Environmental Services	€28,438,995	12%	€129
Recreation & Amenity	€14,551,994	6%	€66
Agriculture, Health	€1,462,261	1%	€7
Miscellaneous Services	€15,516,333	7%	€70
	€232,057,479	100%	€1,053

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

Analysis of Income 2025

The estimated income arising from commercial rates for 2025 is approximately €55,942,022 reflecting the ongoing economic activity within the region. In addition, income from Local Property Tax is projected to amount to €17,187,691, which plays a crucial role in funding local services. This service delivery plan is designed to outline the principal services that are delivered on a daily basis, ensuring that they are adequately funded from the revenue budget.

Staffing resources available to the Council as at 31st December 2024 are as follows:

Employee Category	Total
Managerial	9
Clerical/Administrative	493
Professional/Technical	208
Outdoor Staff	235
Total	945*

* Excludes 85 (retained) Fire-fighters

Implementation and Monitoring

This Service Delivery Plan outlines the key services that the Council aims to provide by the end of December 2025, taking into account the existing constraints on funding and resources. The Management Team will continuously monitor the plan’s implementation, and updates on progress will be included in the monthly Management Report. Additionally, a comprehensive progress report will be presented to the full Council at the end of the year. Throughout this Council Term, progress will also be tracked using baseline measurement methodologies for key deliverables.

Housing & Building



Introduction

Meath County Council's Housing Department is exceeding the targets set out for Housing Delivery in the Government's 'Housing for All' Plan. The target of just over 1,500 newly constructed dwellings will be exceeded by the end of the plan in 2026. 75% of that target has already been delivered, with a year still to run in the programme. A blueprint for the delivery of the Housing Departments Services is set out in a detailed Housing Delivery Action Plan (HDAP), covering the period from 2022 to 2026.

Key Priorities for 2025:

- Meath County Council will facilitate and promote a robust and sustainable Housing Strategy that plans and provides for the housing needs of our citizens.
- Implement and deliver the vision and objectives outlined in the Meath Housing Strategy and the Housing Delivery Plan to effectively plan for and fulfil the housing needs of all of our citizens.
- Deliver the vision and ambitions of the Mid-East Region Homelessness Action Plan for the prevention and management of homeless services in the County.
- Meath County Council's Housing Department intends to engage further with our Council tenants through our tenant liaison officers. During 2024, MCC and Youth Work Ireland Meath ran a very successful public realm improvement project. We would like to continue building on this initiative and encouraging community spirit and volunteerism among the young people in our Estates.
- The Housing Department will continue to engage with all stakeholders to meet our Capital delivery target under Housing for All and progress a structured plan for providing a robust Assessment and Allocation Team to assess new applicants and allocate the houses being delivered.

The Council will utilise several delivery mechanisms, including advance purchase arrangements of uncommenced developments, cost rental schemes with AHBs and MCCs' own Schemes, Part V agreements, and LIHAF funding, to deliver these much-needed homes. The Council will also continue to work with all stakeholders to actively acquire suitable sites for future delivery.

The Council has more than 4,000 social housing units that must be maintained to the highest standard. Upgrades and refurbishment works will be undertaken to promote energy efficiency within our housing stock.

It is envisaged that in 2025, the transition from refurbishing voids to a new planned maintenance regime will continue. This will be facilitated by a new Asset Management System, which is currently being piloted by other local authorities. The new system will result in a better-planned approach to managing all assets, including vacant properties, thus improving the turnaround time and reducing waiting times.

The Council has improved the operation of many of its housing services and advanced several strategic priorities for homeless services, traveller accommodation, adaptation grants, vacant homes, and rental inspections. Staff sanctions have been obtained for additional resources in the areas of social housing construction, provision of affordable housing, and private rented inspections, and these have been provided in the budget estimates.



Transportation



Introduction

The Transportation Department is responsible for optimising its existing infrastructure and ensuring the planning, design, and maintenance of the regional and local roads within County Meath. It is also responsible for making active travel and public transport an attractive choice that is accessible to all and for creating more liveable and sustainable urban communities.

Meath County Council receives funding from Transport Infrastructure Ireland, the National Transport Authority, the Department of Transportation, and the Department of Rural and Community Development. We also use our own funds and specific grants.

Key Priorities for 2025:

- Delivery of the road works programme from the regional and local road grant allocation.
- Investment in local roads to foster sustainable development and enhance the quality of life for residents in these areas.
- Continue to deliver a broad range of services across the Six Municipal Districts. As the population grows, continued economic development, new public realm developments, and active travel spaces require an increased level of service from the Municipal District crews.
- Showcase how the partnership between the Council and Communities can deliver meaningful improvements on roads through the CIS and LIS schemes.
- Ensure the Climate Adaptation Strategy for Regional and Local Roads is implemented and to identify critical infrastructure and associated critical Infrastructure routes across the county by maintaining and protecting these routes and becoming resilient.
- To continue progressing the N2 Slane Bypass and Public Realm improvement scheme.
- To work with NWRA to progress the Thrive (The Town Centre First Heritage Revival Scheme).
- LDR4 to be completed by Q4 2025.
- To deliver cycling, walking and public transport initiatives and infrastructure throughout County Meath.
- Manage the footpath improvement/risk mitigation programme, and Meath County Council funded works for minor traffic management works at schools and for vulnerable road users.

In preparing the Budget for 2025, the assumption is made that grant funding from Government Departments will be at a similar level to what was allocated in 2024. The continuing challenge for the Council in 2025 will be to deploy the resources available in the most effective way to maintain the network and provide the best level of service possible to the public. The key will be to deliver this service in a manner that is safe for the public, staff and contractors alike. Concerns will continue over the ongoing supply chain and delivery issues as well as the related cost implications, fuel price increases, etc.

Progression of all our major Capital Schemes will continue to be a priority in 2025, with a particular focus on progressing the Strategic Infrastructure Development application for N2 Slane Bypass and Public Realm Project with An Bord Pleanála and the LDR4 project

There is a continued focus on the infrastructure priorities for the growth areas in the County, particularly Navan, Drogheda and Dunboyne. The Council staff will support Irish Rail in bringing forward the scheme for Navan Rail Line.





Planning and Development

Introduction

Planning plays a fundamental role in the development of our County and the provision of services across all departments of the Local Authority. The Planning Department aims to ensure that the right development happens in the right place at the right time, benefitting communities and the economy while protecting our environment and heritage. Planning is also key to progressing the transition to a low-carbon future, including through adapting to and mitigating flood risk, developing indigenous and international businesses, accommodating sustainable levels of residential, commercial development and renewable energy resources, ensuring development supports, promoting more sustainable transport options and encouraging more effective use of brownfield sites over greenfield land.

The delivery of quality planning services across the department is managed by splitting the work into the following:

- Development Management
- Forward Planning
- Building Control & Enforcement
- Projects, Regeneration, Heritage, Conservation & Biodiversity

Key Priorities for 2025:

- Commence the review of the Meath County Development Plan 2021 – 2027 and the preparation of a new 10-year Development Plan that will incorporate updates from the National Planning Framework and Regional Spatial and Economic Strategy
- Implementation of the new provisions of the Planning & Development Act 2024
- Complete and adopt the Joint Local Area Plan for Maynooth and continue the development of a Joint Local Area Plan for Drogheda
- Deliver the actions highlighted in the County Meath Heritage Strategy 2024 - 2030 and finalise the Meath Biodiversity Action Plan 2025 - 2030
- Prepare additional Master Plans and Public Realm Plans, advance Strategic Plans/Projects and support the work of TCF team.

The Planning Department aims to provide an excellent experience by managing all planning applications and building control consent applications in a professional, consistent, fair, and transparent manner. Additionally, the focus is on delivering strong and robust Forward Planning statutory and non-statutory policy and guidance. This is done with leadership, clarity, and certainty, which ultimately enhances and supports future investment decisions in County Meath.

Another key objective is to ensure effective and proper planning, promoting sustainable and balanced development in both urban and rural areas. The goal is to create a high-quality living and working environment that meets the diverse needs of all residents. To further ensure compliance and safety, an effective Building Control inspection and market surveillance regime is implemented. This helps maintain standards and safeguards the community. Prompt and consistent responses to all planning enforcement issues and complaints are also prioritised.

Finally, there is a strong commitment to manage and protect our heritage and biodiversity. Efforts are made to promote understanding, conservation, and enjoyment of these vital aspects of our environment, ensuring their preservation for future generations.



Rural Regeneration



Introduction

Meath County Council's Rural Regeneration Section envisages supporting the creation of Towns and Villages that are viable, vibrant and attractive locations for people to live, work and visit while also functioning as the service, social, cultural and recreational hub for the local communities. These aims will be delivered through the following sub-departments:

- Town Centre First (TCF)
- Rural Regeneration (ORIS, TVRS, CLAR, CCIF etc., etc.)
- Urban Regeneration (Call 3)
- Vacancy Homes (including Croí Cónaithe)
- Derelict Sites

The Rural Regeneration Section will concentrate on the sustainable growth of towns and villages by focusing on the reuse and repurposing of vacant and derelict buildings, which helps support local skills and fosters community-led initiatives and engagement. This includes the sustainable and adaptive reuse of existing assets alongside efforts to improve the energy efficiency of individual buildings. Additionally, the initiative aims to acquire vacant and derelict properties to restore them for their original residential purposes or to repurpose them to meet modern-day needs.

The policies/ objectives of the various Government Departments align seamlessly with the goals/objectives of Meath County Council's Rural Regeneration Section, as listed above.

Key Priorities for 2025:

- Implement and support TCF initiatives in Towns and Village throughout the County
- Reduce Vacancy and Dereliction in the County
- Maximise the use of available funding streams

Through the various policies and appropriate funding support available to the Rural Regeneration Section, Meath County Council will endeavour to make "Meath Even Better" for everyone in terms of tackling vacancy and dereliction within our settlements whilst also improving and increasing the quantity, quality and availability of recreational amenities and facilities for our communities, through both Local Authority and Community driven/ led projects.



Economic Development

Introduction

The Economic Development and Tourism Department is dedicated to shaping the County's economic future. In doing so, it is imperative to recognise the unique assets that define our landscape here in Meath and the many advantages for businesses, residents, and tourists who choose to locate in or visit the county.

The Vision is for Meath to be an economically vibrant and sustainable county that enables our people, businesses and tourist offerings to thrive. By launching both the Meath Economic Development Strategic Action Plan and the Boyne Valley Tourism Strategy in 2024, the Economic Development and Tourism teams have established the roadmap for the short to medium term, aimed at fostering sustainable growth, attracting investment, enhancing the quality of life for all residents of County Meath and developing the County as one of the leading experiential destinations in the world, attracting high-value visitors who will leave feeling inspired.

Key Priorities for 2025:

- Launch the Thrive Centre for Business Excellence in Navan to provide supports to businesses to facilitate their growth and expansion both nationally and internationally
- Work with PR and Marketing Consultants and experts to promote the economic development profile of the County on a national & international level and create an FDI Guide to Meath to be distributed to relevant stakeholders to promote the County to potential investors
- Complete an analysis of the County's business profile, including a full breakdown of the various business sectors and employment by occupation.
- Engage with the various agencies to assist with developing a Masterplan for the Brú na Bóinne National Park.
- Actively engage with accommodation operators/providers/developers to increase the number of beds available to tourists in Meath.
- Work on creating compelling tourist experiences and becoming a signature destination for the Celtic festival calendar.

The focus for 2025 will be on developing and successfully communicating Meath's strengths and unique selling points to increase the County's attractiveness for investment and as an experiential tourist destination. This will include developing a tourist site brochure aimed at encouraging visitors to prolong their stay in the county and incorporate more of what Meath has to offer into their visit.

The Economic Development and Tourism Department is looking forward to progressing the actions outlined in the recently launched strategies, working in partnership with a range of external organisations, education providers, state agencies and investors to create exciting opportunities for business growth and investment, as well as a vibrant and attractive place to live, work and visit. With regular and focused stakeholder engagement, the teams aim to collaborate with key state agencies to provide increased opportunities for employment creation in the County.





Local Enterprise Office

Introduction

The Local Enterprise Office (LEO) Meath is part of a network of thirty-one such offices across the country and is an integral part of the Economic Development Team in Meath County Council. LEO Meath is fundamental to local economic development, providing accessible, high-quality support to local businesses.

Key Priorities for 2025:

- Driving decarbonisation and exploiting the accompanying opportunities
- Enhancing competitiveness through digitalisation and innovation
- Driving and assisting new business start-ups and entrepreneurs
- Supporting the locally traded sector to thrive

The LEO aims to be the first stop shop for small business supports in the County. To accomplish this, the LEO has four key pillars of engagement with small businesses: Enabling entrepreneurship, offering business advice, providing enterprise support and supporting local economic development. These pillars comprise financial grants and incentives, training, targeted mentoring and signposting to the various business supports available locally and nationally.

Community Development

Introduction

The Community Department provides community services and supports to assist community and voluntary groups across the County. Our services are inclusive of older people, children and young people, members of the LGBTI+ community, and members of ethnic minority communities, including International Protection Applicants and Beneficiaries of Temporary Protection. The services are in collaboration with voluntary groups, statutory agencies and community stakeholders.

Key Priorities for 2025:

- To support local community groups through the provision of community grant schemes
- To develop the County Outdoor Recreation Plan.
- To support the establishment of the Meath Local Community Safety Partnership and develop a County Community Safety Strategy and implementation plan.
- Promote local community development through the Local Community Development Committee, maximising interagency collaboration and funding opportunities.
- Support social inclusion initiatives.

The overarching ambition of the Community Department for 2025 is to continue to collaborate with local partners, statutory agencies, and voluntary groups to support the needs of local communities and ensure local strategies and plans are implemented to achieve maximum impact. This will include supporting the Local Community Development Committee in monitoring the implementation of the Local Economic and Community Plan (LECP), the delivery of the LEADER Programme 2023 - 2027, the implementation of the Social Inclusion and Community Activation Programme (SICAP), and the Healthy County Programme.

A priority will also be the ongoing implementation of the County Age Friendly Strategy and supporting the Meath Age Friendly Alliance and Meath Older People's Council. Additionally, the department will support the Community Integration Forum in coordinating integration services for International Protection Applicants and Beneficiaries of Temporary Protection who are accommodated in Meath and the communities in which they live.

Renewing the County Disability Forum and Migrant Integration Strategy will be essential components of the Department's work. We will also work through Comhairle na nÓg and the Meath Children's and Young People's Services Committee to address the needs of young people.

Finally, supporting the Meath Public Participation Network as it continues to grow in membership and the Pride of Place Scheme 2025 will be key initiatives in fostering community engagement and making our communities even better.

Environment



Introduction

The protection of the environment and the enhancement of the County's natural and built environment are of significant importance for the residents of, and visitors to, County Meath. Clean air and water, a litter free countryside, pristine beaches and sustainable waste management systems are fundamental to a sustainable and high-quality environment and improving the quality of life of our citizens.

Key Priorities for 2025:

- Environmental Education and Awareness Activities
- Waste Prevention and Recycling Events
- Public Awareness Campaign
- Retention of Blue Flag and Green Coast Awards for Bettystown and Mornington
- Waste and Litter Management
- Water Quality
- Flooding and Coastal Protection
- Burial Grounds
- National Enforcement Priorities (NEPs) for waste, water, air and noise in 2024

Meath County Council coordinates various school-focused initiatives aimed at promoting environmental awareness among students. These include programmes such as Green Schools, the Compost and Recycling for Schools Scheme, Pickerpals, the Rubbish Film Festival, ReLove Fashion, and the School Garden Support Scheme. In 2024, the council conducted 250 visits, workshops, and seminars with primary and secondary schools, engaging students throughout their educational journeys with tailored environmental projects. These initiatives are set to continue into 2025.

In addition to school programmes, individuals and communities can participate in environmental awareness and action projects throughout the year. Opportunities include the Green KM Scheme, Free Waste Recycling and Disposal Events, a Halloween Awareness and Recycling Event, the Leaf Mould Project for community groups, and Blue Flag and Green Flag Beach Activities. To further raise awareness, an ongoing Environmental Awareness Campaign employs radio, press, and social media to highlight key issues, such as Dog Fouling, Litter and Waste, Vape Litter, Dashboard Dining, Christmas Waste, and Food Waste Prevention.

The Council is also dedicated to ensuring that waste and litter generated by households, businesses, and the general public are managed safely and sustainably. This is done in compliance with National and European legislation, including the National Waste Plan for a Circular Economy. Additionally, the Council collaborates with LAWPRO and other stakeholders to implement provisions of the Water Action Plan 2024, aiming to protect and restore water bodies to good status by 2027. Efforts are underway to work with the OPW on studies concerning areas vulnerable to erosion and flooding.

The Council is also committed to implementing the National Enforcement Priorities for waste, water, air, and noise, as identified by the EPA and the Department of the Environment, Climate & Communications.

Finally, Meath County Council is focused on improving the provision, management, regulation, and control of burial grounds under its jurisdiction.





Climate Action and Sustainable Development Goals (SDGs)

Introduction

Translate national climate policy to local circumstances actively, prioritising and accelerating evidence-based measures while taking on a broader role of enabling and influencing others to meet the climate objective.

Key Priorities for 2025:

- Development of Meath's nine decarbonising zones and Navan's URBACT iN4Green Project.
- Lead and co-ordinate on mitigation and adaptation measures within the Climate Action Plan 2024 – 2029.
- Deliver energy projects under pathfinder.
- Support and encourage Sustainable Energy Communities (SECs).
- Support communities under the Community Climate Action Programme.

Meath County Council's Climate Action Plan 2024 – 2029 was adopted on the January 29, 2024, and outlines ambitious strategies to create a low-carbon and climate resilient County by delivering and promoting best practices in climate action at the local level. Central to Meath County Council's Climate Action Plan is the concept of decarbonising zones with nine towns identified. These designated zones will serve as focal points for targeted measures to reduce carbon emissions, improve energy efficiency, and enhance environmental sustainability.

Furthermore, they will provide opportunities for sharing experiences and learnings between communities. The Climate Action Plan 2024 – 2029 includes a range of actions aimed at reducing emissions and improving the resilience of Meath to the impacts of climate change. These actions are interconnected and require a collaborative approach. The plan sets out 71 actions across five thematic themes - Governance and Leadership, Built Environment and Transport, Natural Environment and Green Infrastructure, Communities: Resilience and Transition and Sustainability and Resource Management.

A wide range of Sustainable Development Goals (SDGs) education and awareness activities and supports will run during 2025. The Sustainable Development Goals (SDGs) are being implemented across all service divisions' strategies and plans.

Groups and individuals can continue to promote their contribution to the SDGs by completing the survey on www.meath.ie just search for 'Sustainable Development Goals'. All surveys completed are displayed on the SDG Map which provides a visual demonstration of the work being done in County Meath to deliver on the goals.



Fire Service



Introduction

Meath County Council Fire and Rescue Service covers a range of functions ranging from operational response to fire prevention, including:

- Firefighting and rescue services
- Community fire safety and education
- Technical fire prevention for buildings
- Emergency preparedness, including Major Emergency Planning

Meath County Council Fire and Rescue Service/MCCFRS is ready to respond to a range of incidents and emergencies as requested by the Eastern Regional Communications Centre through the 999/112 system. A contribution is paid annually to the Eastern Regional Control Centre for emergency call handling and mobilisation of fire service resources. The seven stations in the County have a minimum crewing level of 12 retained firefighting staff.

Key Priorities for 2025:

- Recruit and retain the staff required to operate under new terms and conditions of the national WRC Retained Firefighters Agreement.
- Confirm funding and develop plans for the upgrade and extension of Navan Fire Station HQ and Oldcastle Fire Station.
- Enhance Community Fire Safety and Road Safety through education and community engagement in line with MCCFRS Community Fire Safety Strategy.
- Review and update the County's Major Emergency Plan and provide effective training for staff in emergency response and emergency management.
- Review the weight and speed of response to emergencies across Meath townlands and progress towards the nearest available resource response in all areas.

The recruitment and retention of suitable staff is a significant challenge across the Irish fire service, and Meath is no exception. The approach to recruitment must be continuously resourced and reviewed to ensure crewing levels are maintained in all stations. Staff retention also requires continuous improvement of the service from the staff perspective and for staff levels to be maintained at a level that allows for the operation of rosters and effective leave arrangements. Regarding recruitment and retention, MCCFRS works closely with its staff, the MCC HR Department, other fire services and the National Directorate for Fire and Emergency Management/NDFEM in the Department of Housing, Local Government and Heritage.

MCCFRS building assets are in need of significant upgrades and extensions to ensure sustainable, modern, comfortable work environments for staff. With increased numbers in stations and increased diversity of staff (going from one female firefighter in 2023 to four currently), resources will be used to extend and upgrade stations in terms of welfare, changing, training and storage facilities. Provisions have been included in the 2025 budget to reflect the building upgrade and remodeling required.





Civil Defence

Introduction

The Civil Defence Service in Meath continues to provide assistance to the principal response agencies as well as community groups and sporting organisations in line with the requirements for the Civil Defence Towards 2030 document. Service provided by Civil Defence is categorised under the following headings:

- Emergency Response
- Search and Rescue
- Medical Response
- Community Assistance
- Radiation Monitoring Services

Key Priorities for 2025:

- Recruitment of volunteers to maintain a resilient Civil Defence framework.
- Continuous training to prepare volunteers for the range of services provided, including scenarios they may face during emergency and search and recovery operations.
- Ongoing support for Community Groups and Sporting Organisations.
- Efficient Fleet Management.

The continued development of the organisation is essential for enhancing our Civil Defence capabilities. By focusing on strengthening our structures, enhancing training programmes, and fostering community involvement, we can ensure a more resilient response to emergencies, search and recovery operations, and support for community and sporting events. This ongoing evolution not only prepares us to handle potential threats more effectively but also builds a stronger connection with the community we serve, ultimately leading to a safer environment for everyone.

Library Services



Introduction

a) The Library is the Place: Information, Recreation, Inspiration Strategy, published in July 2023 by the Department of Rural and Community Development (DRCD), the County and City Management Association, and the Local Government Management Agency (LGMA), outlines 66 actions designed to transform public libraries into multi-purpose social and educational hubs. Centred around the themes of People, Spaces, and Connections, the strategy is implemented by local authorities with support from the LGMA and DRCD.

b) County Meath's Culture and Creativity Strategy 2023– 2027

Key Priorities for 2025:

- Develop service in accordance with priorities set out in the national public library strategy, 'The Library is the Place: Information, Recreation, Inspiration 2023-2027'.
- Implement programmes under Healthy Ireland and Right to Read and introduce and implement the Skills for Life programme in accordance with national strategies.
- Promote the new My Open Library facilities at Enfield, Slane and Trim libraries and launch this service in Ashbourne, Kells, Nobber and Bettystown libraries.
- Further progress in the development of the new County Archive.
- Further promote normal lending services and introduce programming at the newly opened Ballivor and Bettystown Libraries.
- Develop and promote a remote working hub at Enfield Library and Community Hub.
- Develop and deliver an appropriate programme of events for the county under the Creative Ireland initiative in partnership with national, local and community stakeholders.
- Provide minor upgrades to Duleek and Dunshaughlin libraries and commence plans to design, re-configure and extend Navan branch library to integrate the former HQ space in accordance with schedules and priorities as advised by facilities management.

Throughout 2025, library staff will continue to deliver the core public lending, reference, IT, study, local studies, archives, and school services across the branch network. A comprehensive programme of events will be implemented under initiatives like Healthy Ireland At Your Library, Right to Read, and Skills for Life.

In collaboration with relevant stakeholders, programming will proceed through Meath County Council's Culture and Creativity team. This includes the annual Cruinniú na nÓg programme, featuring events at various locations, including East Meath. The initiative will be developed in partnership with national, local, and community stakeholders and represents a joint effort by Meath and Louth County Councils under the Drogheda Implementation Board.



Solstice Arts Centre and Swift Culture Centre



Introduction

Meath Arts Centre DAC Ltd operates the Council's art facilities, Solstice Arts Centre Navan and Swift Cultural Centre, Trim. Producing over 500 activities annually onsite and at locations throughout the County, we work with local cultural and EDI groups to encourage access and creative opportunities for the public in Meath while promoting the art we produce nationally and internationally. To augment its existing public activities, we have identified the following key priorities in the next 12 months.

Key Priorities for 2025:

- Development of cultural activities at the new site of Swift Cultural Centre.
- Scope and equip Swift Cultural Centre Trim with DCP film projection capabilities.
- Continue the process of achieving climate and sustainability objectives.
- To continue public programme awareness and participation in creative climate action activities.
- Ensure that the required staffing is met by MAC DAC Ltd. to fulfil activities successfully at both cultural facilities, providing excellent service to audiences and community groups using the facilities.

Solstice Arts Centre and Swift Cultural Centre is one of the most significant cultural arts centre in Ireland. In 2024, we welcomed over 130,000 people to both facilities for creative learning, visual arts, café and events in its theatre spaces. The provision of cultural and entertainment activities enables community well-being and integration, as well as community exchange within our café space at Solstice in Navan and meeting facilities at both facilities.

In 2025, Meath MAC Ltd. will continue developing operations and cultural activities at Swift Cultural Centre. As Trim has no cinema, MAC Ltd. will provide Digital Content Projection capability at Swift Cultural Centre to create a breadth of cultural film screenings. This new equipment will also provide programme support for local community groups, such as Trim Autism Friendly Town, to provide regular autism-friendly sensory screenings.

To positively contribute to the Meath County Council Climate Action Plan, Meath Arts Centre DAC will retrofit energy-efficient theatre lighting (LED) at Solstice, scope solar power provision, and further sustainability modifications within its facilities. It will continue to develop awareness and active citizenship within a climate and sustainability public engagement programme.

Corporate Affairs & Governance



Introduction

The Corporate Affairs and Governance Department works within a framework of democratic principles and ethics, providing services to the Elected Members, the management of meetings and the preparation of the Register of Electors. It plays a role in facilitating other organisational activities, including business planning, risk management, and compliance with certain legislative requirements such as data protection, freedom of information and ethics. The department provides communications and media services and promotes and manages a strong health and safety culture throughout the organisation. It also facilitates the delivery of services to the public through our customer services team and manages communications and media relations, corporate events and relations with a number of relevant bodies.

Key Priorities for 2025:

- Provide ongoing support to councillors in their role as democratically elected representatives, including support for the Women's Caucus.
- Deliver the objectives of the Communications Strategy to heighten awareness of the activities and services that the council provides.
- Review the Customer Charter and Customer Services Action Plan to ensure we deliver the best service to our customers.
- Build on existing accreditation successes and further embed a culture of excellent Health and Safety Management throughout the organisation.

The Corporate Affairs and Governance Section will continue to support the Cathaoirleach and elected members in their reserve roles while facilitating statutory meetings throughout the year. Additionally, the modernisation of the electoral registration process will advance as outlined in the Electoral Reform Act 2022.

Good governance is essential for achieving the Council's vision and objectives, which are guided by corporate governance policies. A robust risk management framework has been implemented, ensuring compliance with the Code of Practice for the Governance of State Bodies. The Council will continue to support the Audit Committee's oversight and engage with the Data Protection Officer to maintain compliance with FOI and GDPR regulations, enhancing overall corporate governance.

Meath County Council is dedicated to providing excellent customer service, as outlined in the Customer Service Action Plan. The rollout of the Sugar Serve CRM in early 2023 has improved public services, with a web chat function to be introduced in 2025 for better communication. The Council will deliver on the objectives of the Communications Strategy and develop a Digital Communications Strategy to enhance engagement with our citizens and stakeholders.

Finally, achieving ISO 45001:2018 accreditation in 2022 highlights the Council's commitment to health and safety, with ongoing efforts to maintain this certification in 2025 and to enhance the Flex Safety Management System for continuous improvement.



Finance



Introduction

The Finance Department is responsible for oversight and management of the Council's finances, including monitoring and control of income and expenditure. A broad range of services are provided by the Finance Department, including procurement, payment processing, income collection, banking/treasury management, housing loans, insurance administration, budgeting/financial reporting and tax compliance. 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, optimising revenue streams and ensuring tax compliance continues to be the main focus of the department.

Key Priorities for 2025:

- Accounts Payable will continue to process supplier payments in a timely and efficient manner with regular monitoring and reporting to ensure compliance with Prompt Payment legislation. System development and enhancements will continue in 2025 to ensure compliance with all taxation legislation.
- The Procurement Department continues to promote, guide and support the Corporate body in all aspects relating to Procurement. Procurement actively manages many central contracts and provides administration support for systems such as SupplyGov and e-Tenders, as well as the LVPC Lighthouse card management system. Procurement is an integral part of the purchase-to-pay cycle, providing a management overview and governance function for all procurement-related acquisitions.
- The Annual Financial Statements for 2024 will be produced during Q1 of 2025. This will be followed by the half-year accounts in July and the Three-Year Capital Investment Programme. The Local Property Tax reports will be brought to the September council meeting for members' consideration. The Annual Budget for 2026 will be prepared and presented to the members for adoption in November 2025 delivery.
- The review of business processes will continue in 2025, and where appropriate, business and information management solutions will be implemented to enhance our service delivery.

The emphasis for 2025 will be to maintain collection rates for all sources of income (Rents, Rates, Housing Loans, and NPPR). Budgetary control will continue to be the focus for the Finance Department during 2025 as we strive to effectively manage the County's resources and achieve efficiencies and value for money while delivering a wide range of services.



Human Resources

Introduction

The HR Department will implement a programme of measures to support the organisation's corporate priorities in line with the sector's People Strategy. These will include: (a) continued focus on recruitment, selection and retention of staff with a particular focus on promoting Meath County Council as an employer of choice; (b) renewed focus on staff learning and development, the promotion of a culture of Continuous Professional Development; and enhanced and tailored support to line managers and team leaders; and (c) continued focus on staff wellbeing and engagement.

Key Priorities for 2025:

- Adoption of the multi-annual Strategic Workforce Plan (SWFP) for the Council.
- Continued implementation of measures under the sector's People Strategy.
- Maintaining good industrial relations and managing relations with the Trade Unions.
- Manage the implementation of national agreements on Water Services and the Fire Service.
- Efficient application of the national pay agreements for all Council staff and pensioners.

The HR Department will implement the multi-annual Strategic Workforce Plan (SWFP) that will support the development of a well-structured workforce to meet the changing needs of the Council efficiently and effectively. The SWFP will support the proactive management of human resources with regard to access to the right skills and experience, the changing needs of the organisation, the evolving environment within which we operate, and available financial and other resources.

Effective recruitment practices will remain a key priority in 2025, and the HR Department will continue to use a mix of recruitment practices in order to attract particular skill sets. These will be supplemented by the use of apprenticeships and graduate and student placements to further address skills needs. The training and learning opportunities that the Department offers, as well as the Council's Coaching Programme, will also help retain skills, experience, and corporate knowledge.

The HR Department will continue to support staff and enhance the Council's offering in terms of health, wellness and wellbeing.



Information Systems

Key Priorities for 2025:

- IT Operations
- IT Security
- Business Solutions and Information Management
- Geographical Information Systems

The key focus for 2025 will be to continue to modernise our IT operations and to commence the ISO27001 accreditation process for Information Security Management.



Age Friendly Ireland Shared Service



Introduction

Age Friendly Ireland is a local government-shared service hosted by Meath County Council. It was established in 2018 to continue the work of the national Age Friendly Programme, which had previously been philanthropically funded. Meath County Council was awarded the bid to host the shared service, which functions as a national office supporting all 31 local authorities to deliver a local Age Friendly Programme and act as a link between local and national government to support policy development and implementation in relation to population ageing. Since it was established, the shared service has grown exponentially and now delivers many programmes and new services, such as the Healthy Age Friendly Homes Programme, a support coordination service that has been mainstreamed nationally. There are 83 staff directly employed by Meath County Council and a further 66 assigned to work on the programme in local authorities. We have consulted with in excess of 35,000 older people through a variety of research studies, consultation opportunities and meetings.

Through the shared service office, all local authorities in Ireland are affiliated with the World Health Organisation's Global Network for Age-Friendly Cities and Communities. The WHO provides technical resources across eight domains necessary for the development of Age-Friendly Communities. Age Friendly activity across Ireland addresses all eight domains: Housing, Transport, Outdoor Space and Buildings, Communication and Information, Civic Participation and Employment, Community Supports and Health, Social Participation and Social Inclusion. Through the team-based framework of 31 local Age Friendly Programmes, thousands of initiatives have rolled been out since it was established in 2009.



Key Priorities for 2025:

- Continue to strengthen local Age-Friendly Programmes and embed age-friendly principles and objectives in local and national policy.
- Grow the human resource capacity of the national team-based framework by increasing the local Programme Manager roles to whole-time positions, subject to national funding.
- Develop stronger metrics around Age-Friendly Housing and Public Realm development.
- Draw on the Age Friendly Ambassador roles nationally to promote positive messaging about ageing, address ageism and grow the number of citizens engaged with Older People's Councils.
- Develop innovative new programmes, including volunteer-based supports, new training modules and funded services.

One of AFI's overarching aims for 2025 is to strengthen data systems within the shared service, particularly in relation to local programme activity, Age-Friendly Housing, and outcomes for older people. We will seek funding to develop a bespoke software package and enhance the use of programme indicators by exploring how they can be linked to national policy objectives. We will do this by restructuring our research unit, which is currently managed under a partnership agreement with Maynooth University. In addition to our Research Manager position, we plan to attract two PhD candidates who can provide research support to the shared service, particularly around programme metrics and digitizing data.

Age Friendly Ireland is developing a number of proposals to expand outputs from activity further. Having engaged with Northern Ireland local authorities in relation to Age Friendly Programming on an informal basis for a number of years, we have developed a proposal for how this collaborative work can be delivered in a more structured way. There is potential to develop a Shared Island approach to achieving Age Friendly ambitions. We will pursue this concept with the Department of An Taoiseach and local authorities in Ireland and Northern Ireland. We are engaging in workforce planning to secure funding for 35 full-time Age Friendly Programme Manager roles (currently assigned on a half-time basis).

We will engage with political leaders to ensure that the new Programme for Government has a strong emphasis on population ageing and supports for older people. We will continue to support the work of the Commission on Care which is charged with examining the provision of health and social care services and supports for older people and making recommendations to the government for their strategic development.



Veterinary Services

Meath County Council continues to provide veterinary inspection services for the enforcement of food legislation and protection of consumer health and interest.

The Council continues to operate under a Service Level Agreement with the Food Safety Authority of Ireland (FSAI).

- The Council also provides services under the Control of Dogs and Control of Horses Act.
- The new National Dog Licence System continues to result in increased payment of licences fees.
- The Council continues to provide a Dog Shelter facility at the Riggins, Dunshaughlin.

Water Services

Meath County Council will continue to operate under a Master Co-Operation agreement with Uisce Éireann in 2025. Under this agreement, Uisce Éireann assume full accountability for the delivery of water services and the management and direction of all eligible water services staff in Meath.

Uisce Éireann is not responsible for stormwater drainage, storm flooding, group schemes, private regulated water supplies, well grants, or lead piping replacement grants. Meath County Council will continue to have direct responsibility for these matters and has made provision for them in the 2025 Budget.

Key Deliverables and Baseline Data

Housing

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	2024 Baseline Data
Housing	Deliver social housing to meet identified needs	Meath Housing Strategy Housing for All Housing Service Delivery Plan	<ul style="list-style-type: none"> • NOAC • Achieving Department Targets 	Currently exceeding targets
Housing	Maximise social housing construction in order to deliver sustainable built units	Meath Housing Delivery Action Plan Capital Construction Programme Part V Delivery AHB Support	<ul style="list-style-type: none"> • NOAC • Tracker – Targets • Quarterly Returns 	As above, we are currently exceeding our targets by 50%
Housing	Deliver sufficient and appropriate housing for disabled persons as identified on the housing list.	Disability Strategy 2022-2027	<ul style="list-style-type: none"> • Achieve the 15% target of all allocations to Disability. 	Currently at 10%
Housing	Inspect Local Authority Stock annually	Housing for All	<ul style="list-style-type: none"> • Target % of properties inspected 	No stock condition survey targets set for 2025. Surveys began in Oct 2024. Target of 179 met.
Housing	Inspect 25% of private residential tenancies annually	Housing for All	<ul style="list-style-type: none"> • 25% of Properties inspected. • DHLGH targets met. 	6183 Inspections were carried out on private rented properties in Meath for the period January -December 2024. First inspection targets of 1,850 set by the Department of Housing Local Government & Heritage were exceeded by carrying out 2,826 first inspections.
Housing	Build on better utilisation of existing stock to increase the availability of units available for social housing	Maintenance Programme National Fund for Vacant Stock	<ul style="list-style-type: none"> • % local authority housing vacant; • Number of Voids • Average re-letting time & cost. 	Monthly voids meetings are held to reduce re-letting time. Allocations are made with a view to reducing transfer requests. Properties are advertised 3 months ahead of delivery on CBL to reduce Void time.
Housing	To implement recommendations for housing options for our ageing population.	Age Friendly Programme	<ul style="list-style-type: none"> • % of Allocations to the ageing population • % Adaption grants to the ageing population • % delivery of Age Friendly units. 	28 Age Friendly Units delivered in 2024. Grant funding of €3,098,459.22 (80%) was received from the Department of Housing Local Government & Heritage towards these works. 73 LAAWS completed in 2024. 559 Housing Adaptation Grants approved to year end.
Housing	Provide and oversee the delivery of homeless accommodation and related services in the context of Housing for All	Housing First National Implementation Plan 2022-2026 Mid-East Regional Homeless Action Plan 2024-2026	<ul style="list-style-type: none"> • Number of entries and exits • Tenancy Sustainment • Housing Targets achieved 	24 tenancies at present. Service provider changed mid programme. 31 tenancies due in 2025.
Housing	To put in place the appropriate resources and focus to achieve the accommodation needs of the Travelling community and to support the Traveller accommodation Programme for 2025-2029	Traveller Accommodation Plan 2025-2029	<ul style="list-style-type: none"> • TAP KPI's 	A New TAP from 2025 - 2029 was adopted in December 2024. Work underway internally to identify wants and needs for traveller specific accommodation. Traveller specific acquisitions are being progressed on a case by case basis. 10 Traveller specific new build houses delivered in a Group Housing Scheme in 2024.

Transportation

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	2024 Baseline Data
Transportation (NOAC PI R1-R3)	To ensure delivery of a roadworks program resilient and sustainable for non-national roads in the county which will result in an improved road network year on year and is highly cost effective.	Maintenance of History of Pavement Works; Road Pavement Surface Inventory & Surveys (Mechanical & Visual) Pavement Surface Condition Index (PSCI) ratings for regional, local primary, and local secondary roads. SMDW Annual Financial Statement Sanction Authority Policies and Guidelines Annual Service Delivery Plan	Current ratings provided in the Pavement Surface Condition Index (PSCI) Roadworks/Expenditure NOAC SO No 1, 2, 4, 7	Programmes Completed
Transportation (NOAC PI R1-R3)	To work closely with TII to facilitate the resilient and sustainable improvement and maintenance of the national road network	TII annual grant funding. TII Asset Management Pavement System. Secondary roads. Annual Financial Statement Sanction Authority Policies and Guidelines Annual Service Delivery Plan	Delivery of agreed Annual programs. NOAC SO No 1, 2, 4, 7	On target
Transportation (NOAC PI R1-R3)	To work in conjunction with all developers, utility providers and government agencies to facilitate the continued development of the county while protecting our infrastructural assets	Annual Financial Statement Sanction Authority Policies and Guidelines Annual Service Delivery Plan	RMO/ MRL SO No 1, 2, 3, 4 NOAC	On target
Transportation (NOAC PI R1-R3)	To identify and deliver projects that support the creation of an economic vibrant and sustainable county that enables our people and business to thrive.	Economic Strategy URDF RRDF THRIVE LSSIIF CDP Annual Financial Statement Sanction Authority Policies and Guidelines Annual Service Delivery Plan	Annual Returns and Reports Compliance with the Infrastructure Guidelines NOAC SO No 1, 2, 3, 4, 5, 6, 7	On- going all project have funding in place.
Transportation (NOAC PI R1-R3)	To deliver across the county a multi modal infrastructural network with particular emphasis on sustainable transport measures, including for recreational purposes	All Ireland Rail Strategy Moving Together Policy DMURS Sustainable Mobility Policy GDA Transport Strategy Annual Financial Statement Sanction Authority Policies and Guidelines Annual Service Delivery The National Cycle Plan Greenway Guidelines EV Charing Infrastructure Strategy	Monthly and Quarterly returns Compliance with the Infrastructure Guidelines NOAC SO No1,2, 4, 5, 6, 7	On- going all project have funding in place.
Transportation (NOAC PI R1-R3)	Protect, Manage and Optimism our Assets for the benefit of the organization and the community.	Asset Register Inspection Program	Monthly and Quarterly Return Asset Register NOAC SO No 1,2,3,7	Tender completed in 2024, roll of project will commence in Q1 2025

Planning

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Baseline 2024
Planning P1-P5)	(NOAC PI Provide an excellent planning service by dealing with all planning applications and building control consent applications in a professional, consistent, fair and transparent way	High level of Stakeholder engagement - DoHLGH, Regional Assembly, OPR, ABP, TIL, NTA, Uisce Eireann etc.	Number of stakeholder meetings held during the year	High Level working group to be established in 2025
		Promote and accommodate Pre application consultations	No of Pre Planning consultations held	436 consultations held in 2024
		Highlight additional functionality of ePlanning to promote use	Increase % of applications processed via the ePlanning Portal	70% usage at end of 2024
		Publish decisions within one week and notify all third parties in a timely manner	No of decisions communicated within time period to all interested parties	Not monitored currently but decisions online within one week in majority of cases
		Invoice customers on financial conditions and issue regular statements	Collection rate for development contributions	934 invoices issued in 2024
		Provide guidance on Large-Scale Residential Developments (LRD), Strategic Infrastructure Development (SID) and other external strategic projects	Number of large scale applications/projects progressed	Section 247 Meetings held 2024 - 10 LRD Meetings held 2024 - 5 LRD opinions issued 2004 - 5
		Refine and improve the new system to allow for the tracking of compliance submissions.	Volume of compliance issues dealt with	All compliance issues will be tracked from 2025 onwards
Planning	Ensure effective, proper planning and sustainable, balanced development of urban and rural areas which delivers a high quality living and working environment that meets the needs of all residents	Work on New Meath County Development Plan 2027 - 2037 to commence	Amount of preparatory surveys and studies completed	Work on new Plan commencing 2025
		Monitor Meath County Development Plan & progress variations where required	CDP Monitoring completed and published	End of Yr 3 review completed in Dec 2024
		Prepare & adopt LAPs and UAPs	Number of plans adopted	Work progressed on 2 Joint LAPS for Maynooth and Drogheda
		Prepare additional Master Plans and Public Realm Plans, advance Strategic Plans and support work of TCF team	Number of Public Realm, Town Centre and Master Plans supported by Planning team	Work on MP6 progressed
		Consider opportunities for Transport Orientated development (TOD) in major urban centres and develop with the Department	Potential TOD sites agreed and being developed	2 potential sites identified and highlighted to the Dept in 2024
		Residential Zoned Land Tax Implementation	Quantum of land developed	Review of RZLT map completed in 2024
		Support and assess the planning for Local Authority own development projects	Number of Part 8 and Part 10 projects and related pre-planning meetings held	5 Part 8 projects lodged in 2024
Planning	Deliver an effective Building Control inspection and market surveillance regime	Ensure safe and sustainable buildings in urban and rural areas by monitoring and reporting on compliance with all building and building control regulations	Number of buildings inspected as a percentage of new buildings notified to the local authority	1040 inspections in 2024 - 24.6% of new builds (figure high in 2024 due to the Waiver Scheme and the increased number of CNS)
		Address non-compliance with the Building Regulations through the Building Control Operational Plan.	Number of Fire safety certificate applications and Disability Access Certificates processed	286 Fire Certs & 178 Disability Access Certs applications processed in 2024
		Building Control and Market Surveillance activity in line with criteria required by the National Building Control & Market Surveillance Office	Building Control and Market Surveillance activity in line with criteria required by the National Building Control & Market Surveillance Office	All criteria set by NBC and Market Surveillance Office met in 2024
Planning	Deal promptly, consistently and fairly with all planning enforcement issues and complaints.	Review and develop further the 'Triage' scheme for assessment of enforcement complaints & achieve statutory timeframes for dealing with complaints	% of planning enforcement cases closed (against the number of cases that were investigated)	63% of new cases closed in 2024
		Register all complaints received and refer to Enforcement Officer	Development of a new Enforcement database for tracking cases	185 new cases in 2024
		Prioritise complaints based on resources & legal advices/experience	All cases assessed and ranked	8 cases referred for legal action
		Complete the review and close out of historic cases	All historic cases are reviewed and closed out where possible or pursued where required	Number of historic cases reduced by over 400 by end of 2024
Planning	Manage and protect our heritage and biodiversity and promote the understanding, conservation and enjoyment of both.	Deliver annual work programme from County Meath Heritage Plan and collaborate on heritage/conservation initiatives	Number of Heritage and Conservation projects ongoing in the County	18 Conservation projects supported/funded and 39 Heritage projects funded and a further 13 projects supported by MCC Heritage team in 2024
		Finalise the development of the Meath Biodiversity Action Plan 2025-2030 and collaborate on biodiversity projects and initiatives	Action Plan adopted and number of Biodiversity projects ongoing in the County	Initial preparation and public consultations for the plan carried out and 15 Biodiversity projects supported in 2024.
		Engage with communities & stakeholders to promote best heritage/conservation and biodiversity practices	Successful draw down of County Heritage & Capital funding for these projects	Approx €1m claimed in grants across all funding streams in 2024
		Implement policies that support compact and sustainable settlements, ensuring environmental objectives (SEA & EIA) are included in plans.	Relevant policies highlighted in pre-planning meetings	Applications assessed on these grounds as and when required by legislation in 2024

Rural Regeneration

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	2024 Baseline Data
Croí Conaithe	Tackle the issue of Vacant/Derelict properties by supporting the implementation and the delivery of the Croí Conaithe Vacant Property Refurbishment Grant to re-establish the use of these existing properties as habitable residential properties	<ul style="list-style-type: none"> •Town Centre First •Vacant Property Refurbishment Grant •Housing for All 	<ul style="list-style-type: none"> •Number of approved applications •Number of recoupments from the Department 	<ul style="list-style-type: none"> •Number of Approved applications in a 12 month period •Number of payment recouped from the Department in a 12 month period
Vacant Homes	Deliver the appropriate grant support programmes, to help owners of vacant properties get them back into use/ circulation as viable residential (and rental) properties	<ul style="list-style-type: none"> •Town Centre First • Vacant Property Refurbishment Grant • Housing for All •Buy and Renew •Repair & Lease •Vacant Property Survey 	<ul style="list-style-type: none"> •Number of Properties on the Vacant Homes List (added and removed) •Number of Engagements with Property Owners •Number of Properties put back into Circulation for Residential Use •Number of Properties acquired 	Min 6 CPO/CA Activations per year
Derelict Sites	Deliver support and assistance to owners of derelict properties, in order to remove the dereliction issue at source or when there is lack of engagement by the owners, escalating the issue by adding the property to the Derelict Sites Register and possible future acquisition by the Local Authority	<ul style="list-style-type: none"> Town Centre First •Vacant Property Refurbishment Grant •Housing for All •Buy and Renew •Derelict Site Tax Property Survey •Vacant 	<ul style="list-style-type: none"> •Number of Properties on Derelict Sites List (added & removed) •Number of Engagements with Property Owners •Number of Properties acquired •Number of Properties put back into Circulation for Residential Use 	Min 6 CPO/CA Activations per year
Town Centre First	Deliver Town Centre First Plans and Town Teams for selected Settlements	<ul style="list-style-type: none"> •Town Centre First •Housing for All •DRCD •RRDF •LGMA •TVRS 	<ul style="list-style-type: none"> •Number of Town Plans Completed •Number of Town Teams Set up/Established •Number of Schemes Identified •Number of Identified Schemes Delivered 	1 TCF Plan per Year
Rural Regeneration	Deliver of Facilities and Amenities for Settlements in County Meath	<ul style="list-style-type: none"> •Town Centre First •Housing for All •Various Government Departments / Funding Streams •URDF •ORIS •TVRS •RRDF •CLÁR 	<ul style="list-style-type: none"> •Number of Town Plans Completed •Number of Town Teams Set up/Established •Number of Schemes Identified •Number of Identified Schemes Delivered 	<ul style="list-style-type: none"> •Number of Approved Funding Applications •Number of Schemes Completed
Facilities	Maintenance / Upkeep of Existing Stock of Meath County Council Buildings and the Delivery of Additional Buildings / Facilities where a need is identified and/or a Future use can be established	Own Resources	<ul style="list-style-type: none"> •Efficiency Improvements to Existing Building Stock •Reduced Utilities Bills / Running Costs etc 	•Number of Upgrade Schemes Completed

Economic Development and Tourism

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	2024 Baseline Data
Economic Development	Promote an economically vibrant and sustainable county that enables our people and businesses to thrive	Deliver a Business Centre for Excellence	Business Centre delivered and operational	Centre will be open to clients from 2025
		Prepare an Engagement plan with main stakeholders	No of meetings held with key stakeholders	Bi-annual meetings with stakeholders to be put in place from 2025
		Complete Business Profile for the county	Business analysis available per sector	Initial database set up commenced in 2024
		Acquire land to deliver serviced sites	Land purchased for serviced sites	3.85 acre site purchased adjacent to Eamonn Duggan Park in Trim in 2024
Economic Development	Develop an ecosystem that supports the growth and creation of indigenous businesses and SMEs in collaboration with key stakeholders	Engage with Enterprise Ireland to increase jobs numbers with EI clients and assist companies on their export journey	Metrics from LEO training and grant supports	1285 training courses provided by LEO in 2024
			Financial Activity – Number of LEO grants approved	133 grants awarded by LEO in 2024
		Maintain updated Business Support Pack - physical & digital	Economic Impact - Number of jobs created	70 jobs created by LEO clients in 2024
		Deliver a business park to assist indigenous businesses to expand		Initial supports pack launched Dec 2024
		Support the retail sector throughout the county and initiatives to encourage market opportunities in town centres		Negotiations well advanced on appropriately zoned site in Navan in 2024
			Revenue from retail increased	Markets to be held from 2025 onwards
Economic Development	Market Meath's strengths and USPs to increase the County's attractiveness for foreign direct investment	Create FDI Guide to Meath	Specific guides prepared for key sectors	1 guide per year - commencing 2025
		Sector focused international Trade Delegations	Trade Delegation held	Trade Delegation to Toronto took place in Oct 2024
		Engage with IDA to increase jobs numbers with FDI companies	Economic Impact - Number of jobs created	No. of IDA jobs to be measured from 2025 onwards
		Support development of Dublin Belfast Economic Corridor	No of meetings with DBEC partners	Website launched in 2024
Economic Development	Promote Meath Food and Agri Businesses to diversify into new markets and new technologies	Implement actions in Food Strategy 2024 - 2028	Increase in membership of Boyne Valley Flavours	104 members of BVF at the end of 2024
		Deliver "Meet the Buyer" events	Meet the buyer event facilitated	BVF producers attended the SIAL tradeshow in Paris in October 2024
		Promote food sustainability and innovation	Internship and training programmes established	2 intern placements facilitated in 2024
		Develop the Centre of Food Culture in Boyne Valley and associated programmes	Centre of Food Culture network developed	Compilation of a national food network database commenced 2024
		Support projects to remediate River Boyne water quality & promote it's hinterland	LAWPRO funding secured for River Boyne remediation projects	Initial planning for pilot projects commenced in 2024
Tourism	Position Meath as a compelling year-round Tourism destination leader in Ireland and as one of the leading experiential destinations in the world	Deliver on action plan for Meath based on Boyne Valley Tourism Strategy 2024 -2030 to ensure economic growth in the Tourism Sector	Revenue from tourism increased	Domestic spend 2023: €52.6m Domestic Trips to Meath 2023: 327,000; 588,000 nights, Average length of stay: 1.8 nights;
			All data on visitor numbers etc captured and analysed and shared with all key stakeholder	Walking trails data 2024: Girley Bog 12,843; Balrath Wood 17,298; Trim Porchfields: 155,365 2023 data for visitor sites: Emerald Park 700,000; Oldbridge 358,247; Hill of Tara Grounds 183,048; Bru na Boinne Newgrange and Knowth 114,934; Trim Castle 113,581; Battle of the Boyne Visitor Centre: 69,012
		Establish a robust network to foster cross-industry connections and grow international opportunities by showcasing Meath to professional travel buyers	A number of networking events organised/attended	5 networking events; 19 press visits in 2024 Membership of the Boyne Valley Tourism network by 22 to 181 members in 2024
		Develop captivating and compelling communications that inspire visitors and promote dwell time	Contemporary tourist offerings promoted alongside the "ancient east" destinations	Boyne Valley to Lakelands Greenway Counters 2024: Nobber 40,163, Castletown 34,397
			Make greater use of technology and grow the social media channels	Social Media Channels Grown by 14.25% 2023vs2024 Jan 2024 total Social Followers: 51,722
		Develop enhanced visitor experiences and diverse tourism offerings (including business tourism) within the County through accessible and sustainable tourism	No. of tourism events/projects supported	Additional large event/annual conference held per annum starting in 2025
			Grow out the programme of festivals across the county to extend the season	Puca Festival 2024: 49,000; Siamsa Glas 1800 attendees, Samhain Food Festival : 6,000
		Engage with Accommodation Operators/ Developers to increase bed numbers in Meath	Bed numbers in County increased, particularly in key strategic tourism clusters with a variety of sustainable accommodation models,	Occupancy Rates August 2024 Meath: 89%

		Work with NPWS, NMS and OPW on a Masterplan for the Bru na Boinne National Park	Plan agreed with all stakeholders on developing the 552 acres at Dowth Hall as a National Park	Masterplan progressed
		Maximise potential for visitor experiences at coastal locations in the County	Opportunities for specific coastal experiences available and promoted to visitors to Meath	New coastal trail or experience progressed
		Maximise potential of Meath's unique assets and attractions including heritage sites, Greenways & Hill of Tara	Development of experiential offerings in the county such as a Celtic Festival calendar and the Boyne Greenway.	Hill of Tara and Celtic Festival and Boyne Greenway projects progressed

Climate Action, Environment & Water Services

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	2024 Baseline Data
Waste Management	Ensure waste generated by households and businesses including construction and demolition waste, is managed safely, sustainably, and in line with National and European legislation.	National Waste Action Plan for a Circular Economy 2024-2030 which seeks to ensure resources are reused or recycled as much as possible and the generation of waste is minimised. National Waste Enforcement Priorities 2025-2027	Number of actions taken in support of the objectives contained in the various plans at local level or in collaboration with other stakeholders at Regional or National level.	Inspections of : (1) Waste Permitted Facilities 302 , (2) Household & Commercial kerbside waste collection 603, (3) Unauthorised C & D and other illegal dumping 98. Number of households availing of a 3 bin service 40800
Litter Management	Making of a Litter management plan and keeping public places clean and free of litter and enforcing rules around various litter streams.	National Litter Pollution Monitoring Scheme. Green Schools, Education and Awareness Campaigns.	Plan made. Percentage of areas subject to various levels of litter pollution. No.of complaints received enforcement action taken and cases closed out.	Litter Patrols/ Investigations 1178. Providing support to community groups during litter clean ups 278. Percentage of area in County that when surveyed in 2023 that was slightly polluted 43%
Water Quality	Deliver clean water necessary to safeguard public health, support economic growth, protect our natural ecosystems and help preserve our water heritage for future generations.	Water Action Plan 2024 . LAWPRO programme. Rural Water Programme. National Inspection Plan for Domestic Wastewater Treatment Systems. National Waste Enforcement Priorities 2025-2027	Percentage of small private water supplies achieving compliance. Number of waterbodies protected or restored to good status by 2027.	Percentage of drinking water in private schemes in compliance with statutory requirements 97.75%. Bathing Waters Inspections 27, Farm Inspections under GAP regulations 161. Monitoring programmes, Operational & Surveillance samples taken 204
Climate Action	Actively translate national climate policy to local circumstances, with the prioritisation and acceleration of evidence-based measures whilst taking on a broader role of enabling and influencing others to meet the climate objective.	Climate Action and Low Carbon Development (Amendment) Act 2021; National Climate Objective and National Climate Action Plan; Meath County Council Climate Action Plan 2024 – 2029.	Climate Action Plan Implementation; Sectoral Performance.	75 Actions contained in the Councils Climate action plan being implemented.
Air & Noise Action Plan	Take whatever measures considered necessary to prevent or limit air pollution. Take whatever action necessary to control and limit noise pollution from any premises, process or work.	National Air Quality monitoring network . Noise Action Plans under the Environmental Noise Directive.	Noise and Air Quality Data. Strategic Noise Maps, Number of Stations below EU & Clean Air Strategy.	Solid Fuel information/engagement/education campaigns to increase public knowledge and or operator knowledge -226. Ambient air monitoring inspections 22
Coastal Protection	Complete Coastal Flooding and Erosion Risk Management Study .(CFERM) Subject to availability of funding -managing coastal erosion including coastal maintenance and emergency works and managing coastal protection schemes.	National Coastal Change Management Strategy. Minor Flood Mitigation Works and Coastal Protection Scheme.	Areas subject to coastal erosion identified and funding made available to carry out necessary works.	90% funding provided by the OPW in respect of the carrying out of the coastal erosion study. 60% complete at end of 2023
Animal & Food Controls	To implement all statutory, advisory and administrative roles under the Councils remit relating to responsible animal ownership and implement the service contract with the FSAI in respect of food protection.	Control of Dogs Act 1986 & Control of Horses Act 1996 .Service contract with Food Safety Authority of Ireland (FSAI) for the provision of official controls on food safety. Transfer of Local Authority Veterinary Service to the Department of Agriculture Food and the Marine	Complaints in relation to animal welfare and controls investigated and closed off. Service contract in place and updated as needs be.	Total No of dog licences issued in Meath 5093. On the spot do control fines issued 11. Total no. of strays surrendered/siezed and entering Dog Pound 309
Burial Grounds	Undertake responsibilities for the provision , management, regulation and control of burial grounds.	Register of Burial Grounds; Burial Grounds Policy and Bye-Laws	New Burial Grounds or extensions to existing ones advanced.	Update Burial Grounds Registers. Progress made on the development of new Burial Grounds. Bye Laws made and being implemented

Community Development

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	2024 Baseline Data
Community Department	Support the establishment of the Community Safety Partnership and develop County Strategy Renew the local Migrant integration Strategy Renew the County Age Friendly Strategy Renew County Meath Disability Forum Renew LECP implementation Plan every 2 years	County Age Friendly Alliance Community Integration Forum and Local Authority Integration Team Meath LCDC and LECP	No. of interagency meetings annually No. initiatives/events held annually Annual progress reports for • Age Friendly Meath • Community Safety Partnership • Migrant Integration • Community Integration Forum • LECP Progress report	No. of interagency meetings 44 No. initiatives/events held 62 No. of participants/attendees 2654
Community Department	Adopt County Outdoor Recreation Plan Adopt County Sports Plan Renew the Healthy Ireland Local Strategy for County Meath Provision of recreation facilities	Meath Local Sports Partnership Plans and programmes ORIS / CLAR / Town and Village Meath LCDC and LECP 3-year Capital Programme Healthy Ireland Programme funding	No. healthy Meath initiatives/events held annually	healthy Meath initiatives/events 30
Community Department	Advertise Community Grants annually Annual Pride of Place competition Implement Meath LECP actions	Community Comhairle na nOg SICAP LEADER Programme 2327 Meath Older Persons Council Meath PPN	No of community grants approved annually. No. of LEADER Grants approved by the LAG No of Groups registered with the Meath PPN No of meeting of Meath Older Persons Council.	Community Grants approved 762 Community Grants approved €1,412,138 LEADER Grants approved by the LAG 4 Schools registered with Comhairle na nOg 19 PPN registrations 713 Older Persons Council Meetings 10

Library Service

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Baseline
Library Service (NOAC PI L1-L2)	Be the key provider of life-long learning facilities delivering literary, social and cultural services for the community by way of the Library Service.	The Library is the Place: Information, Recreation, Inspiration. National Public Strategy 2023-2027	A. Number of visits to libraries per head of population B. Number of items issued to library borrowers C. Library active membership per head of population D. Number of registered members of the library E. The Annual Financial Statement (AFS) Programme F data divided by the Population. F. The annual per capita expenditure on collections G. Number of My Open Libraries	A. Number of visits to libraries per head of population for the local authority area per the 2022 Census: 1.71 (2023 figures) B. Number of items issued to library borrowers in the year: 552,112 (2023 figures) C. Library active members per head of population: 0.15 (2023 figures) D. Number of registered members of the library in the year: 30,716 (2023 figures) E. The Annual Financial Statement (AFS) Programme F data for 2023 divided by the population of the local authority area per the 2022 Census: € 24.97 F. The annual per capita expenditure on collections in 2023: € 1.75 G. Number of My Open Libraries: 2 (2024 figures)
	Developing a well-resourced public library service that contributes to the social, economic and well-being of communities	Meath Creative Ireland Culture & Creativity Strategy 2023 – 2027		

Arts

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	2024 Baseline Data
Arts Office	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.	County Arts Development Plan Meath County Council/Arts Council Framework Agreement 2019 – 2026 Meath Creative Ireland Culture & Creativity Strategy 2023 – 2027	Implementation of Goals and Actions Strategic Priorities 1 -4 County Arts Development Plan: Strategic Priority 1 – To Nurture & Support Artists & Creators Strategic Priority 2 – To Enhance our local Cultural and Creative infrastructure Strategic Priority 3 To Provide Children & Young People access to high quality participatory arts experiences Strategic Priority 4 To Promote Inclusivity & Diversity through the Arts Implementation of agreed actions as per MCC/Arts Council Framework Agreement 2019 – 2026 Implementation of actions as per Meath/Creative Ireland Culture & Creativity Strategy 2023 - 2027	Successful delivery of annual Arts Office Programme - Implementation of Goals and Actions Strategic Priorities 1 - 4 County Arts Plan 2019-2024. Implementation of agreed actions as per MCC/Arts Council Framework Agreement 2019 – 2026 Strategic Actions 1 – 4. Implementation of actions as per Meath/Creative Ireland Culture & Creativity Strategy 2023 - 2027
	Implementation of the County Arts Development Plan.	DTCAGSM Culture 2025		Successful delivery of annual Arts Office Programme - Implementation of Goals and Actions Strategic Priorities 1 - 4 County Arts Plan 2019-2024. Implementation of agreed actions as per MCC/Arts Council Framework Agreement 2019 – 2026 Strategic Actions 1 – 4. Implementation of actions as per Meath/Creative Ireland Culture & Creativity Strategy 2023 - 2027. 61 Arts Grants Awards & Bursaries awarded in 2024

Corporate Affairs & Governance

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	2024 Baseline Data
Communications	To ensure our communications are fully inclusive and accessible, fostering a strong and positive association with our brand that promotes Meath's unique offerings and opportunities.	Meath County Council Communications Strategy Meath County Council Digital Communications Strategy Meath County Council Action Plan Implementation Public Sector Duty Meath County Council Economic Development Strategic Action Plan Boyne Valley Tourism Strategy Meath County Council Digital Strategy	NOAC Indicators C3A and C3B Total number of national and local media coverage Total number of impressions, likes, shares, retweets for proactive campaigns Annual market research and/or customer surveys Measurement of actions contained in the strategy documents Compliance with advertising requirements under the Official Languages Act 2021	Per Capital total page view of website 2023 - 9.37
	To cultivate an unparalleled communication culture within our organisation, adhering to the principle of "One Council One Voice," ensuring consistency, clarity, and effectiveness in our messaging.			Per Capital total number of followers at end 2023 of the social media accounts - 0.7
Democratic Mandate	Facilitate the policy-making role of the Elected Members and support the members in exercising their democratic mandate, including the implementation of a comprehensive training programme and increased use of information sessions and workshops.	Elected Members' Training Programme Municipal District Works Programme Municipal District Discretionary Allocation Scheme	Number of Statutory Meetings Number of non-statutory information meetings and workshops Implementation of training programme Number of MD discretionary allocations issued	Statutory Meetings: 90 Workshops and other meetings: 6 Discretionary Allocations:
	Enhance community engagement and inclusion in local decision-making processes by implementing Dept. Public Expenditure and Reform's consultation principles and guidance, to enrich local governance through increased community participation in decision-making.	Dept. guidance PPN	Number of public consultations undertaken	47

Risk Management	Ensure a comprehensive risk management framework that covers all operational aspects of the organisation and supported by the Audit Committee. This framework will proactively identify and mitigate both external strategic risks linked to stakeholders and partners, as well as internal risks, thereby ensuring resilient and sustainable organisational performance.	Risk Management Policy Risk Management Framework Risk Registers Business Continuity Plan Risk Management Committee Information Security Committee	Quarterly review of Corporate Risk Register Quarterly review of Departmental Risk Registers	Review Corporate: 3 Review Departmental: Templates reviewed
	Foster a culture which provides for implementing best practice, lessons learned, and expertise acquired from risk management activities across the organisation.		Number of meetings of Risk Management Committee Number of meetings of Information Security Committee	Risk Committee: 1 ISC: 4

Corporate Governance	Implement the 7 core principles of corporate governance as set out in the Local Government Code of Governance.	Local Government Code of Governance Meath County Council Risk Management Policy GDPR Policy Protected Disclosures Policy Freedom of Information and Access to Information Environment Legislation Audit Committee Charter Internal Audit Charter	No. of data breaches reported No. of data breaches referred to DPC No. of FOI requests received No. of FOI decisions appealed to OIC No. of AIE requests received No. of AIE decisions appealed to OCEI No. of complaints referred to Ombudsman No. of decisions upheld by Ombudsman Staff Ethics Declaration Returns Councillors' Ethics Declarations Returns No. Audit Committee Meetings	Data breaches reported - 47, of which 15 were security incidents No. of data breaches referred to DPC - 1 No. of FOI requests received - 151 No. of FOI decisions appealed to OIC - 0 No. of AIE requests received - 49 No. of AIE decisions appealed to OCEI - 4 No. of complaints referred to Ombudsman - 46 No. of cases closed as not upheld/closed as assistance provided by Ombudsman - 26 No. of Ombudsman cases open at year end - 16
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	Ensure compliance with statutory obligations including inter alia, GDPR, Protected Disclosures FOI etc.			Staff Ethics Declarations: 328 Councillors Ethics Declarations: 40 No. of AC meetings: 3
Health and Safety	Promote a health and safety culture that is embedded in every aspect of the organisation.	Health and Safety work programme implementation of requirements under ISO 45001	Recommendations from internal ISO audits Recommendations from external ISO audits	161 recommendations from 14 No. internal Audits 0 recommendations from 2 No. external ISO audits.
	Implement our Safety Management System to reinforce and sustain our commitment to health and safety.		No. of incidents reported to H&S Team No. of incidents reported to HSA	72 MCC employee related incidents reported in 2024. 9 Contractor related incidents reported in 2024. 10 External incidents reported in 2024. 11 incidents (IR1) reported to HSA in 2024
Customer Services	Enhance accessibility and responsiveness in customer service to ensure fulfillment of our Customer Charter and achieve customer satisfaction.	Customer Charter Customer Service Action Plan Customer Complaints Procedure	No. of Customer Complaints Received No. of decisions upheld by Ombudsman	Will be updated in 2025
	Review and implement the Customer Charter and Customer Services Action Plan to deliver superior customer service and meet our strategic goals.			
Civic and Corporate Events	Enhance cultural understanding and economic development by promoting town twinning initiatives.	Town Twinning Policy Commemorative Policy Civic Award Policy MD Awards Policy	Revised Town Twinning Policy Number of Town Twinning Engagements Number of Commemorative Events	Engagements: 5 Commemorative Events: 1
	Ensure the efficient management and execution of Corporate Events, aligning with strategic goals to enhance the Council's reputation and status as a professional entity.		Event satisfaction with key stakeholders Track social media shares and mentions, referrals, and increased traffic pre and post event	Will be updated in 2025

Finance & Motor Tax

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	2024 Baseline Data
Finance	Develop 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.	Appropriate and effective communication with customers. Maximize existing technology and develop new systems to maximise revenue collection. Accurate and timely management accounts reporting supported by detailed Finance work plan, tasks and schedules which include preparation and review of period end control accounts & regular budgetary reviews. Annual Audit Report prepared by Local Government Auditor	NOAC	Rates, Rents and Loans collection %, and Annual Revenue Account balances published annually by NOAC
	Works in ways that realise better and more efficient services for customers, staff and stakeholders.	Appropriate and effective communication with customers and stakeholders		
	Ensure that procurement is embedded within the culture of the organisation in order to deliver value for money and efficiencies while mitigating against risk and ensure compliance with local and national policy and legislation.	Regular engagement by the Procurement team with all sections to advise on tendering & compliance with Policies & Procedures. Regular activity based reporting.	Compliance	Procurement policies, guidelines, OGP Framework, Online publication of purchase orders.
Motor Tax	To provide an informative, efficient and effective motor taxation service	Customer focus and real time monitoring of service delivery. Key Performance Indicators published twice annually.	NOAC	NOAC annual indicators

Human Resources Management and People Development

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	2024 Baseline Data
Human Resources Management and People Development	Implementation of the actions identified under the Strategic HR Framework for the local authority sector.	<ul style="list-style-type: none"> • People Strategy • Meath County Council's Strategic Workforce Plan • Meath County Council's Training Programme • Meath County Council's Recruitment and Selection Policy 	<ul style="list-style-type: none"> • Organisational Headcount • Number of FTEs • FTEs per capita • Annual number of Joiners and Leavers • Number of Retirements • Annual % of Turnover • Average number of Training Days per WTE • Working Days lost to Sickness (% - certified and self-certified) • Gender Pay Gap 	Headcount: 1,032 Number of FTEs: 926.9 FTEs per capita: 1:238 Joiners: 156 Leavers: 87 Retirements: 18 Annual % of Turnover: 8.6% Average number of Training Days per FTE: 3.04 days Working Days lost to Sickness: 6,044 = 4.4% (86% - certified and 14% self-certified) Gender Pay Gap: Mean Gender Pay Gap: 7.08% ; Median Gender Pay Gap: -4.63%
	Support the skills profile of the organisation by developing a Graduate Programmes and Apprenticeship placements.			
	Comply with statutory obligations to eliminate discrimination and promote equality and protect human rights.			

Information Systems

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	2024 Baseline Data
Information Systems	Implement actions to achieve the objectives of Meath County Councils Digital and ICT Strategy 2030.	Meath County Councils Digital and ICT Strategy 2030.	Adoption of the Meath County Councils Digital and ICT Strategy 2030.	Draft Strategy in place & Consultation Complete
		Digital Local Government: Working For Everyone Ireland's Local Government Digital and ICT Strategy 2030.	% of actions progressed.	Draft High Level Action Plan in Place
Information Systems	<p>Increase the availability and usage of online digital services, self-service delivery channels and interactive services for the citizens and customers of Meath County Council.</p> <p>Encourage the citizens and customers of Meath County Council to use our digital services by improving their consistency and taking a people-centred approach to their design.</p> <p>Ensure information and services are readily accessible to customers via the most appropriate channels.</p>	<p>Meath County Councils Digital and ICT Strategy 2030.</p> <p>Digital Local Government: Working For Everyone Ireland's Local Government Digital and ICT Strategy 2030 (Digital Services).</p> <p>Designing our Public Services: Design principles for Government in Ireland.</p>	% of applicable services online.	4 key items completed including procurement of Online Citizen Services Portal to enable BPI.
			Number of citizens and customers of Meath County Council utilising our online services.	2,070,184 cumulative total page views of all websites - 155,605 social media users .
			Number of improvements\ alterations made to digital services based on feedback from citizens and customers.	3 key items completed including web accessibility 1 ranking in Ireland for meath.ie.
			Number of customer centric design consultations.	All work undertaken was in consultation with the departments of the Council.
			Number of strategic actions implemented.	The number of strategic actions implemented as as noted above.
Information Systems	Support staff in the delivery of core business processes by providing the technology, digital tools, digital solutions, and skills required to fully interact in a digital way.	<p>Meath County Councils Digital and ICT Strategy 2030.</p> <p>Digital Local Government: Working For Everyone Ireland's Local Government Digital and ICT Strategy 2030 (Digital Workforce).</p>	Number of new digital back-office services implemented.	9 key items completed including Decision Time system to streamline meetings & Operational Dashboards.
			Number of BPI projects undertaken in the Council.	Numerous BPI projects undertaken in the Council during 2024 - some noted through this baseline data column.
			Number of strategic actions implemented.	The number of strategic actions implemented as as noted above.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	2024 Baseline Data
Information Systems	<p>Seek opportunities to improve the efficiency and effectiveness of the way we work through the implementation of identified\ innovative technology solutions.</p> <p>Embed information as a core asset of the organisation which is valued and maintained and is easily accessible to support decision making at all levels.</p> <p>Increase the use of geospatial data, Geographical Information Systems (GIS) and the roll out of mapping and dashboards.</p>	<p>Meath County Councils Digital and ICT Strategy 2030.</p> <p>Digital Local Government: Working For Everyone Ireland's Local Government Digital and ICT Strategy 2030 (Digital Systems).</p>	Number of solutions implemented.	(6) under the Networks and Operations team, (12) under the GIS team.
			Availability of systems and infrastructure.	Statistically our network has an up time of 99.9%, and our telephony system 99.9%
			% of ICT targets completed\underway from the Meath County Council Climate Action Plan.	(3) under the Networks and Operations team, (1) under the GIS team. 1 complete, 3 underway.
			Number of data analytics projects and digital dashboards implemented to assist policy and direction.	(1) under the Networks and Operations team, (5) under the GIS and Business Applications team.
			Number of strategic actions implemented.	The number of strategic actions implemented as as noted above.
Information Systems	<p>Manage and reduce the risk of cyber-attacks and protect against the unauthorised exploitation of systems, networks, and technologies.</p>	<p>Meath County Councils Digital and ICT Strategy 2030.</p> <p>Public Sector Cyber Security Baseline Standards.</p>	Number of cyber initiatives undertaken within the organisation.	8 key items completed re: continuous focus on cyber security
			Number of mitigation measures, strategy actions and baseline standard actions implemented.	4 key items completed re: continuous focus on cyber security
Information Systems	<p>Analyse new trends for relevance to Council activities.</p> <p>Partner with other progressive local authorities and public service organisations.</p> <p>Actively work with the sector to share ideas and solutions.</p>	<p>Meath County Councils Digital and ICT Strategy 2030.</p> <p>Digital Local Government: Working For Everyone Ireland's Local Government Digital and ICT Strategy 2030.</p>	Number of partnership programmes initiated.	Significant partnership programmes over the duration of the Meath Digital Strategy - 6 of key note
			Number of Build to Share opportunities\solutions availed of and provided.	We were selected as a pilot site on the development of the National MyCoCo Housing Loans Application project. We are heavily involved in the sector wide online payslips programme too.
Information Systems	<p>Implement actions to achieve the objectives of the Meath Digital Strategy.</p>	<p>Meath County Councils Digital and ICT Strategy 2030.</p> <p>Digital Local Government: Working For Everyone Ireland's Local Government Digital and ICT Strategy 2030 (Digital Communities).</p>	Number of strategic actions implemented.	<p>Draft Strategy in Place</p> <p>Merging of ICT and County Meath Digital Strategy Complete</p> <p>Staff, Members and Public Consultation Complete</p>

Age Friendly Shared Service

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Baseline
Age Friendly Shared Service	Strategic Development and National Policy	National Advisory Group (Strategic Objective Influencing National Policy)	Embedded age friendly objectives in policy	Statements of Strategy
		National Chairs of Alliances	Embedded age friendly objectives in local policy	AF Strategies, Development Plans, LECPs
		Influencing National Policy (Strategic Objective Influencing National Policy)	17 Ministerial Briefings, objectives in new PfG	1 outgoing PfG
		Workforce Planning	35 Whole Time local AF Programme Managers	35 half time Programme Managers in 2024
		GAA Strategic Partnership (SO 2)	1 Programme Manager, no. of stadiums participating	1 stadium in 2024 - 5 in 2025
		Age Friendly Workplace	Budget secured, new workplace initiative developed	0 in 2024, 1 initiative in 2025
		Shared Island	1 Regional Co-ordinator, 1 ASO in place	0 (ad hoc arrangements in 2024)
	National Core Programme	National Network of Older People's Councils	3 meetings per year, multiple consultations	Minimum of 10 consultations per year
		NNOPC Transport Subgroup	Engagement with RSA, NTA, AGS	Agreed actions with each stakeholder
		Inclusive Cycling Pilot	Inclusive cycling events, increase in equipment	1 inclusive cycling pilot in 2024 (0 in 2024)
		National Network of Programme Managers (Strategic Objective 1)	Residential + 4 meetings (engagement)	35 half time roles in 2024
		Age Friendly Towns Programme (Strategic Objective 2)	Number of towns in process and completed	70 towns in 2024
		Age Friendly Libraries Programme (Strategic Objective 2)	Number of libraries and refresher training	340 public libraries in 2024
		Age Friendly Business Programme / Service Programme	Number of participating businesses	3,000 AF businesses
		Age Friendly Climate Programme	Schedule of climate action workshops for older people	
		AF Hospital Programme (Strategic Objective 2)	Number of hospitals adopting	1 AF hospital in 2024 (St Luke's)
		Age Friendly Islands / Healthy Islands	Health and wellbeing activities	11 islands in 2024
		NGO Forum	1 networking day, increase in membership	15 members in 2024
		International Programme/ WHO Collaborative Plan	Targets in 6 year collaborative plan	
		Age Friendly Universities Network (Strategic Objective 2)	Growth in membership; adoption of four stage process	0 universities have completed 4 stage process in 2024
		Research Unit (Strategic Objective Measuring and Monitoring)	Staffing and research outputs (1 post doc + 2 PhDs)	0 staff in 2024 for NI Shared Island approach
Age Friendly Shared Service	National Operations, Finance and Communications	National Convention of Older People's Councils (SO 4)	1 annual event	9 National Conventions held to date - Host secured for 2025
		National Age Friendly Recognition & Achievement Awards (SO 2 & 3)	1 annual event	8 National Awards held to date - Host secured for 2025
		Age Friendly Ambassadors Day	1 annual event	30 Age Friendly Ambassadors - First Event held in 2024
		National Communications Strategy (SO 3 & 4)	Communications metrics, training outputs	Communications & Stakeholder Engagement Strategy 2019 and Project Plan (5 yr plan)
		Communications Module for Nursing Homes	Train the Trainer communications training	Delivered in CHO Area 1 - 2024
		Publication and publicity for resources, toolkits, case studies	Number of publications	9 x AF Demonstrator Case Studies, AF Initiatives directory (500+), 31+ Age Friendly Strategies, Age Friendly Towns, AF Business directory, 10+ x Technical Guidelines, Age Friendly Ireland National website, Age Friendly Homes website
		Event management for launches and national events	Number and profile of events	3 Key Annual Events, 4 x National Launch events in 2024
		Management of national administration team	PMDS process	PMDS Process: 1 x SO, 1 x ASO, 3 x CO's
		Financial oversight and reporting to funders	Spend and reporting as per conditions of funding	5 Key Funders 7.6m
Age Friendly Shared	National Technical Programme	National Network of Technical Advisors	Residential plus 4 meetings per year; staffing	31 part-time assigned roles in 2024
		Research and Data Collection (Strategic Objective 3)	Enhanced data on age friendly housing	Informal systems in 2024
		Development of Design Guidance (Strategic Objective 2)	Publication of UD Homes Checklist & Update to "Ten Universal Design Features to include in a Lifetime Adaptable & Age Friendly Home" publication	planned for 2025
		Age Friendly Housing & Public Realm Training	Delivery of scheduled training, participant numbers	1 Session with Chartered Association of Building Engineers planned for Feb '25, 2 Sessions planned with OGP Framework Arch Teams in March '25 - Further schedule to be agreed
		Walkability Audit Training	Participation in walkability audit training	2 Sessions planned for Q1 2025 with further sessions to be scheduled

Service		Strategic Partnership Irish Rail (Strategic Objective 2)	Development of AF Train Stations	10 stations in 2024
		Age Friendly Car Parking (Strategic Objective 2)	Number of AF car parking spaces nationwide	Approx 400 in 2024
		Age Friendly Public Realm Programme	Number of public realm projects with AF principles	No formal data in 2024
		Review & Updating of Age Friendly Objectives in County & City Developmet Plans	31 CDPs	1 CDP in 2024, Subject to LA request
		Provision of Rightsizing Policies	28	Comments on 1 RS Policy in 2024, Subject to LA request
		Presenting on AFI Technical Programme at Conferences	Number and profile of events	Chartered Institute of Housing Webinar, International Festival of Housing (ICSH), EFL European Federation for Living, Norwegian Housing Conference,
		Cultural Institutions Programme	Training for cultural institutions	0 in 2024
	Healthy Age Friendly Homes	National HAFH Programme (Strategic Objective 2 & 4)	44 local co-ordinators, 10,425 new participant assessments	7,456 new assessments carried out 2024(staggered local coordinator appointment 2024)
		Regional HAFH Programme	6 regional managers	6 regional managers
		Research and Evaluation Phase 2 (Strategic Objective 3)	Appointment of Service provider and produce Year 1 report	Baselines health outcomes data in Phase 1 report
		Digital Supports	Software CRM, telephone system data Q1 2025, Reporting Suite Q1 2025 digital equipment	AFI CRM and digital devices in place 2024
		HAFH Communications Plan (Strategic Objective 3)	Communications outputs	AFI Communication Strategy
		Management of national administration team	PMDS process	PMDS process
		National Oversight Group	Reporting on Key KPIs (10,425 assessments p.a.), evaluation report and progress of initiatives	10,425 in 2025
		Women's Health Funding 18 month pilot Roscommon Leitrim	120 personal action plans Year 1	Baseline health outcomes to be measured in Year 1
		SEAI & AFI Community Grant Project	Delivery of home Energy Assessments and progress energy efficiency works for older people through a	Target to be agreed Q1 2025