



Digital & ICT Strategy 2030



comhairle chontae na mí
meath county council

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Foreword

Chief Executive

I am pleased to introduce Meath County Council’s **Digital and ICT Strategy 2030**, a comprehensive and forward-looking roadmap that sets out how digital transformation will support the delivery of modern, efficient and inclusive local government services across County Meath.

The expectations of citizens, businesses and communities continue to evolve, shaped by rapid technological change and by increasing demand for accessible, responsive and transparent public services. This strategy recognises that digital and ICT are no longer stand-alone functions, but fundamental enablers of how we plan, deliver and continuously improve services. It provides a clear framework for harnessing technology in a way that strengthens organisational capability, enhances customer experience and supports evidence-based decision making.

Importantly, this is a **people centred strategy**. While it sets out ambitious objectives across digital services, systems, workforce and communities, it is grounded in the principle that technology must serve people—not the other way around. Accessibility, inclusion and choice remain central to our approach. As we expand digital services, we remain fully committed to ensuring that no one is left behind and that alternative channels of access continue to be available.

The strategy builds on strong foundations already in place and reflects extensive engagement with staff, elected members and the public. It aligns with national and sectoral priorities, including the ambition to have 90% of applicable public services available online by 2030, while recognising the need for robust governance, cyber security, data protection and ethical oversight as digital capability grows.

Successful delivery of this strategy will require collaboration across the organisation and with our external partners. Digital transformation is not a single project or destination, but an ongoing journey of improvement, innovation and learning. Through strong leadership, clear governance and continued investment in our people, we will ensure that digital becomes a consistent and trusted enabler of high-quality public service.

I would like to acknowledge the work of the Information Systems team and all those who contributed to the development of this strategy. Their expertise and commitment provide a strong platform for delivery over the coming years.

This strategy represents a significant step in ensuring that Meath County Council remains resilient, responsive and ready to meet the needs of our communities now and into the future.



Kieran Kehoe
Chief Executive
Meath County Council

Cathaoirleach

As Cathaoirleach of Meath County Council, I am pleased to welcome the publication of the Meath County Council's **Digital and ICT Strategy 2030**, a strategy that sets out a clear and ambitious vision for how digital innovation will support our communities, our local economy and the democratic life of County Meath.

Digital technology now shapes almost every aspect of how people live, work and interact with public services. This strategy recognises that reality and responds to it in a practical and inclusive way. It places a strong emphasis on improving access to services, strengthening engagement with citizens and ensuring that technology is used to enhance transparency, accountability and trust in local government.

From the perspective of elected members, this strategy is particularly important. It supports more responsive service delivery, better use of data to inform decision making, and improved channels for engagement between the Council, our communities and local businesses. It also reflects the views expressed by the public, staff and elected representatives during the consultation process, ensuring that digital development in Meath is grounded in local needs and lived experience.

Crucially, the strategy is underpinned by a clear commitment to **inclusion**. While digital services will continue to expand, the Council remains committed to ensuring that no one is excluded and that alternative ways of accessing services remain available. This balanced approach is essential in a county as diverse as Meath, encompassing urban centres, rural communities and a wide range of social and economic circumstances.

The Digital and ICT Strategy also aligns closely with Meath County Council's wider objectives in areas such as climate action, economic development, community wellbeing and sustainable growth. By supporting digital skills, connectivity and innovation, it will help ensure that Meath remains a place where people can thrive, now and into the future.

I commend the Chief Executive, the Information Systems team and all those involved in the development of this strategy. I look forward, on behalf of the elected members, to supporting its delivery over the coming years for the benefit of all who live, work and do business in County Meath.



Wayne Harding
Cathaoirleach
Meath County Council

Executive Summary

Over the last decade, expectations have risen exponentially in terms of what Information Technology can or should deliver to meet the needs of the citizens and customers of Meath County Council. Developments in technology over that period have fundamentally changed and influenced *the way we live, work and interact with each other* and the bar has been raised as to how Meath County Council, as a public service body, can and should be engaging with our citizens and customers.

The goal of the Meath County Council Digital and ICT Strategy is to harness the potential that technology offers to support Meath County Council and the work that we do. It is an ambitious strategy that follows 4 main themes: (1) Digital Services, (2) Digital Workforce, (3) Digital Systems and (4) Digital Communities. It should be considered a roadmap to ensure that, over the lifetime of the strategy, we continue to build on our previous achievements and make the most of technological opportunities as we modernise and improve our services.

We are also very aware that whilst this is a Digital and ICT Strategy, we will continue to put people at the centre of our processes. This will ensure our services are designed to be simple, integrated, seamless and most importantly **accessible** to all. As per our public service charter, we are fully committed to leaving no one behind, and the option to avail of our services in person or through alternate channels will remain in place.

Our strategy references terms such as Digital Transformation, Business Process Improvement, Innovation and Continuous Process Improvement, but in essence this means a process of re-viewing, re-thinking, re-imagining and re-designing how we deliver our services, digitally, to the public. A strategic objective will be to improve the customer journey when interacting with the Council and improving our backend processes. An interesting statistic is that the government aims, by 2030, to have 90% of applicable public services available and consumed online. This target is both commendable and challenging in equal measures and we will require collaboration, leadership and buy-in across all departments within Meath County Council to achieve same and enable real change in how we work.

The road to digital local government “*is about more than just technology – it is about thinking, leading, and delivering in different ways.*” (LGMA, 2024) and whilst our strategy contains broad strategic objectives, along with the rationale behind those, it does not set out to provide a strict formula, or action plan, dictating our approach. A flexible strategy will therefore exist, enabling an agile approach to operational delivery, taking advantage of new proven developments and partnership opportunities.

LOOKING BACK

celebrating past achievements

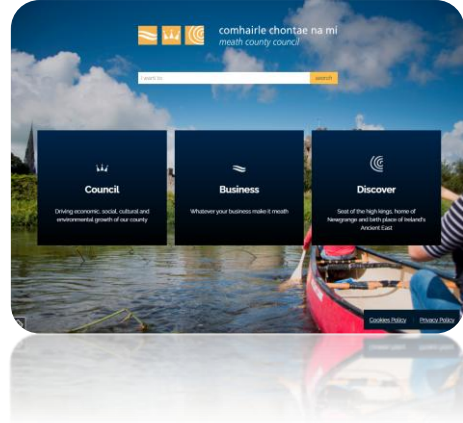


Celebrating past achievements

This section summarises a selection of Digital and ICT projects delivered during the Council Term 2019-2024.

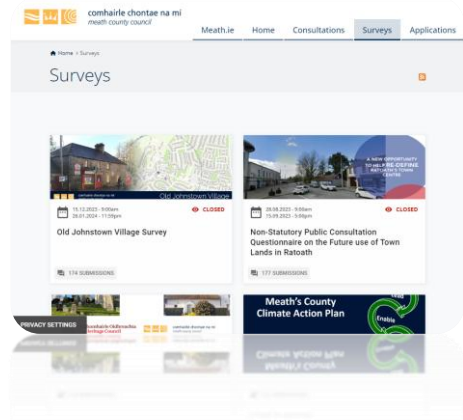
Website

In partnership with Corporate, in 2019 a totally redeveloped, customer-centric and responsive website was launched. In the last 12 months alone there have been over 371,000 unique visitors to the site and approximately 1.3 million page views! A substantial programme of work was also undertaken to ensure ongoing accessibility compliance on our website.



Consultation Portal

There has been a strong focus on the use of our online consultation portal consult.meath.ie/en/ with the County Development Plan and Meath's Digital Strategy being the first major consultations on the portal. The portal has over 5,700 registered users and since June 2019, the Council has published 184 consultations, 10 corporate surveys and 12 application forms.



Corporate Enterprise CRM solution

The IT team played a pivotal role in the successful procurement, implementation and rollout of a new Corporate Enterprise CRM. This supports back office administrative functions, analytical dashboards, and a Portal for Elected Members. Between Jan 2019 and September 2025 there have been over 240,000 cases processed through the CRM.



Cyber Security

There has been a continuous focus on cyber security including enhancements to network infrastructure, SOC\SIEM, vulnerability and patch management, network penetration testing, email validation, web filtering, cyber security awareness initiatives and the creation of the Information Security Committee to oversee Meath County Council's Cyber Security posture.



GIS

Projects delivered by the GIS team include:

- significant assistance on the 2021-2027 County Development Plan (CDP) including interactive mapping portfolio for public display.
- 4,569 RZLT land parcels digitised with automated site assessment reports.
- spatial reporting services for all departments
- assistance on the Community Fire Safety initiative and Major Emergency Plans.



Covid-19

As with all organisations we had to quickly adapt to agile working arrangements in a very short timeframe, and the IT department played a key role in ensuing business continuity within the Council and to ensuring delivery of services to the public. This included remote working arrangements, adoption of video conferencing to support remote meetings, increased staff support and managing additional security risks.



Selection of Services

The provision of numerous solutions including:

- online services for the provision of the allocation of housing units and the processing of the Affordable House Purchase scheme
- the rollout of the national ePlanning Portal
- Healthy Age Friendly Shared Services.
- mobile solutions facilitating thousands of inspections across multiple departments in the Council.



Modernisation of Services

Continued modernisation of processes, technology, devices, operating systems, and software within the Council. This includes but is not limited to implementing and installing a new Hyperconverged infrastructure to replace legacy SAN, virtual environment and backup technology.



The County Meath Digital Strategy 2020

Published in October 2019 the '[County Meath Digital Strategy – A Connected County](#)¹' set out a vision to 'deliver ways to make use of digital technology, to make life better, and easier for people' in County Meath. The strategy builds upon four pillars: Digital Infrastructure, Digital Skills, Digital Economy and Digital Services.



¹ [https://www.meath.ie/system/files/media/file-uploads/2019-12/DESIGN Meath A Connected County- Digital Strategy 2020 V4.pdf](https://www.meath.ie/system/files/media/file-uploads/2019-12/DESIGN%20Meath%20A%20Connected%20County-%20Digital%20Strategy%202020%20V4.pdf)

GUIDING STRATEGIES



Guiding Strategies

The goals of the Meath County Council Digital and ICT Strategy 2030 have been influenced by numerous national, sectoral and local government strategies and priorities. Details and links are presented below and also in the references section of the document.



CONSULTATION PROCESS



Consultation Process

Public Consultation

During the analysis phase of the strategy, Meath County Council ran a public consultation between 14th March 2024 and 27th May 2024 querying where members of the public felt the priorities of digital should be within the County. The Survey was circulated widely through the Public Participation Network (PPN), public representatives and community organisations and was promoted on social media. 186 responses were received.

Staff Consultation

This strategy has been developed and informed through consultation with our Chief Executive, Directors of Service, Senior Coordination Group (SCG), and the wider organisation (via several consultation workshops and an open survey).



Elected Members

A consultation workshop was also carried out with all elected members where opportunities to share ideas were taken and captured to inform the new ICT strategy.



Consultation: Members of the Public (*sample feedback*)

What do you think are the main opportunities and challenges of Digital Transformation for Co. Meath?

"It would be vital that any digital initiatives undertaken show measurable benefit, cut out or reduce red tape and administrative burden, and most importantly are very easy to use."

What do you think are the main opportunities and challenges of Digital Transformation for Co. Meath?

"In the interests of openness and transparency, live streaming of all council meetings (plenary, SDCs, MD etc.) and posted online within 24 hours."

What do you think are the main opportunities and challenges of Digital Transformation for Co. Meath?

"Access to sufficient supply of broadband/Wi-Fi to remain connected across the county."

What do you see as the main benefits to using online Local Government Services?

"Convenient, quicker than queuing at public counters, easier to access, not having to take time off work to fit in-person opening hours."

What do you think are the main opportunities and challenges of Digital Transformation for Co. Meath?

"Include insuring nobody is left behind. Awareness campaign, ease of use and ensuring the appropriate data is captured for decision making etc"

What else would you like to see included in the Meath Digital Strategy?

"Some Councils have a portal where you can register and log queries or access services in that manner. Is this in the plans in Meath? Would be a useful thing so I can keep track of any queries I have raised with you."

What supports do communities groups and businesses need...?

"The people of the County should have a basic knowledge of cyber awareness, and things to do to protect themselves."

What else would you like to see included in the Meath Digital Strategy?

"Rapid advancements in technology, particularly in the realm of AI, underscore the necessity of integrating these innovations into any forward-thinking strategy."



Consultation: Staff & Elected Members (sample feedback)

What system process or technological challenges do you face in your role?

"Intranet (dated looking) & hard to find things... website improvements... non integration of various systems...most systems do not 'talk' to each other"

What is the most time-consuming task(s) of your work?

"...paperwork, printing, working with different systems that do not filter information to each other, having to manually input data from one system into another."

Are there ways that digital technology or tools could help these challenges?

"...cross department integration... go digital (why keep paper file when all the info can be digital) ... a digital password wallet as impossible to remember all passwords..."

Are you aware of other challenges that exist...?

"Jabber can be inconsistent.....an easier way to complete paperwork... ensure nobody is left behind (online surveys can be limiting to people who don't have access to the internet). GDPR considerations"

What services do you think we should prioritise to provide online?

"...the development of a common data environment along with the use of digital forms and signatures"

What actions do you think would solve these challenges?

"Invest in BPI, process mapping and automation... setting a general rule to follow when filing... easier apps"

Are there examples of digital solutions you've seen...?

"Interactive information screens\maps\ application forms...QR Codes etc to enhance tourism information and offerings at tourist sites..."

What services do you think we should prioritise to provide online?

"...paying rents, applying for social housing, booking preplanning meetings, applying for grants... Anything that can be automated and save back-office time as well as speedy responses to our citizens"




DIGITAL SERVICES


DIGITAL COMMUNITIES


DIGITAL WORKFORCE


DIGITAL SYSTEMS

OUR VISION



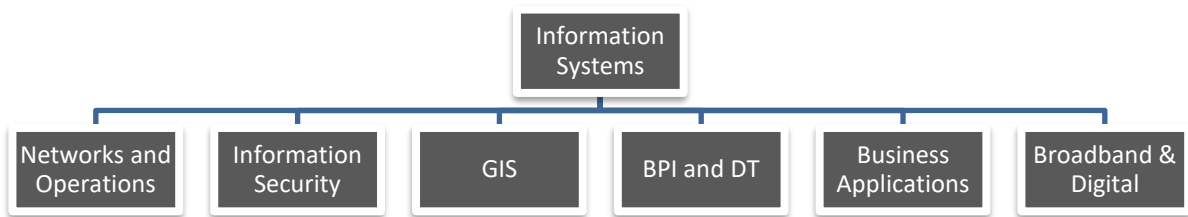
*To deliver modern, digital, local government services,
for all stakeholders of Meath County Council - whilst
driving innovation, transformation and efficiencies
throughout the organisation.*

Vision

Our *vision* is:

'To deliver modern, digital, local government services, for all stakeholders of Meath County Council - whilst driving innovation, transformation and efficiencies throughout the organisation.'

Our vision will be lead through the 6 sections of the Meath County Council Information Systems Department, namely, (1) Networks and Operations, (2) Information Security, (3) Geographical Information Systems (GIS), (4) Business Process Improvement and Digital Transformation (BPI), (5) Business Applications and (6) Broadband & Digital.



Our vision is then supported by the 8 elements of the sector wide vision for Digital Local Government, its related themes and supports (LGMA, 2024) .

Digital Local Government: Vision



Have applicable local government services available online for members of the public and businesses



Support the development of more sustainable digital communities



Leverage data as an asset to improve the way we make decisions



Provide consistent digital services designed for and with members of the public and communities



Improve the way we work using digital as a key enabler



Work in partnership to share ideas and solutions

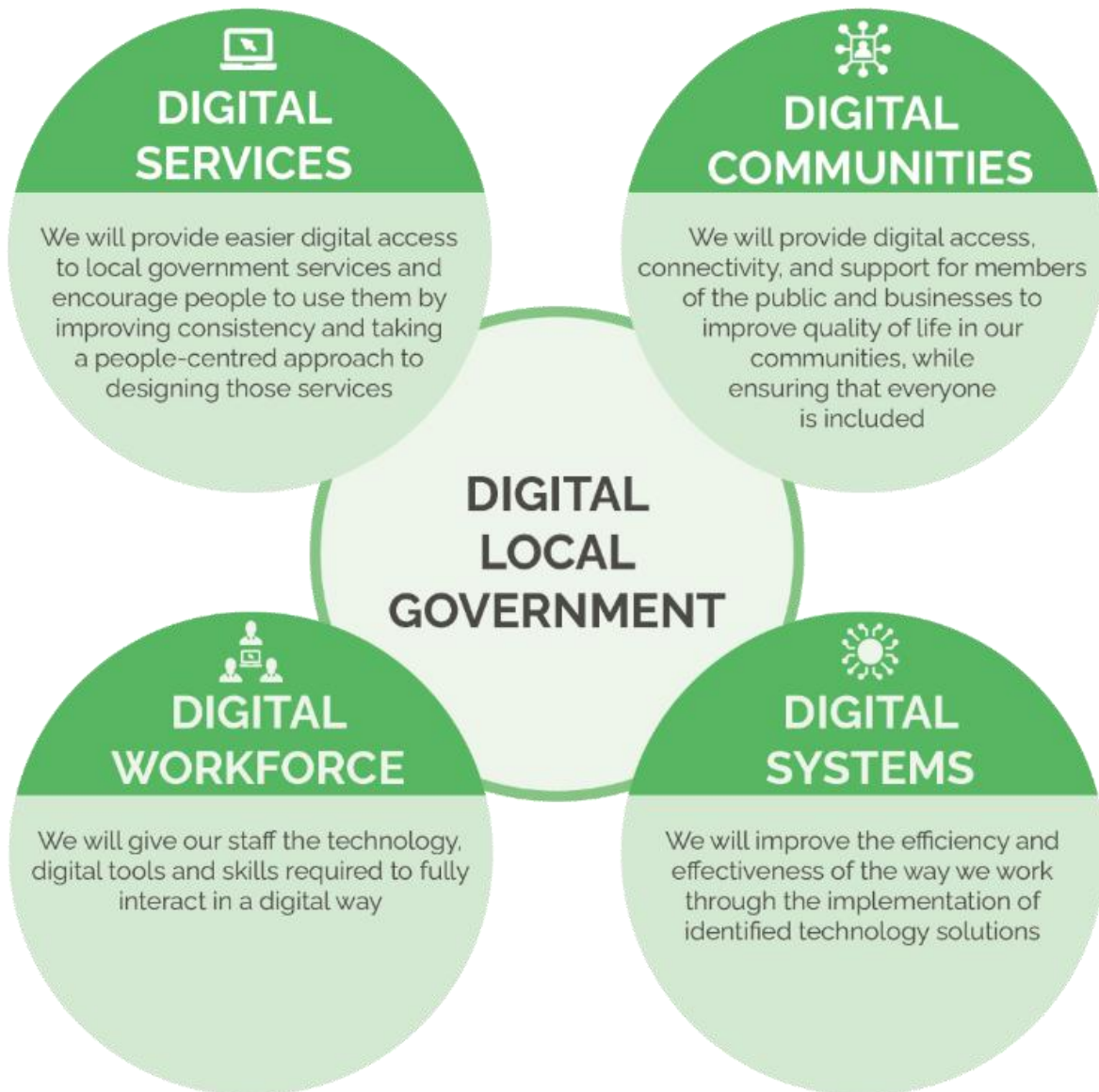


Ensure that members of the public who cannot or do not want to interact digitally will not get left behind



Foster a digital and innovation culture that empowers staff to continually improve how they deliver services

Digital Local Government: Themes



Digital Local Government: Supports



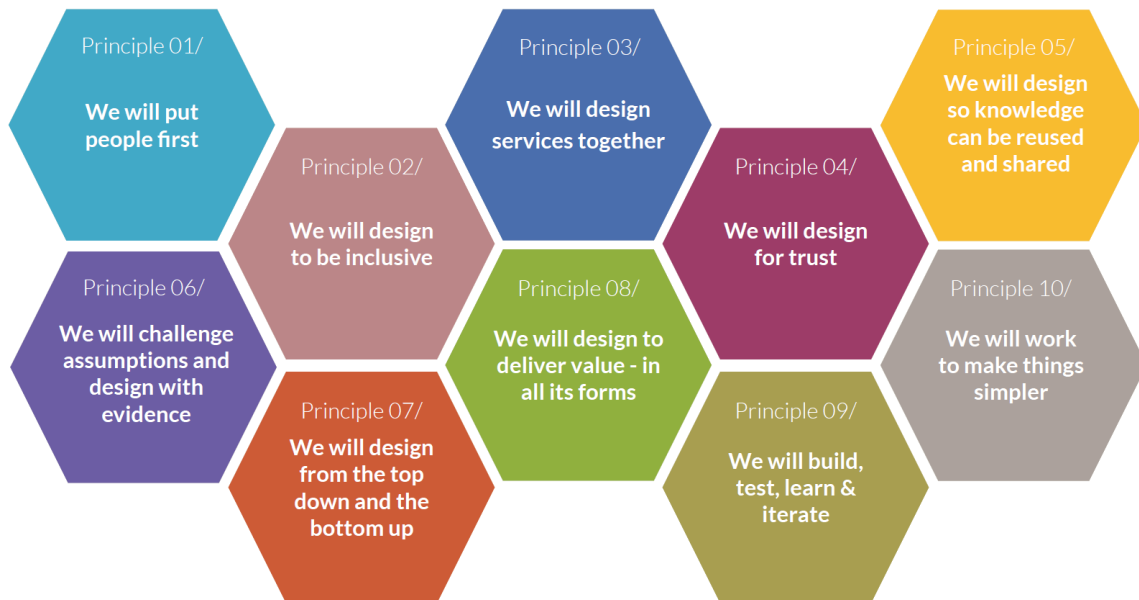
OUR APPROACH



Our Approach

The **Digital Services** Theme states that “we will provide easier digital access to local government services and encourage people to use them by improving consistency and taking a people-centred approach to designing those services” – and this will be achieved, within Meath County Council, at a high level, by:

1. putting people at the centre of our digital transformation journey - ensuring a focus on the needs of our citizens, businesses, not for profit organisations and visitors of the County.
2. re-viewing, re-thinking, re-imagining and re-designing how we deliver our services, digitally, to the public.
3. adopting the principles of simplified, accessible, inclusive and seamless services.
4. making things simpler, by collecting data once from our customers and reusing it, where applicable, across all the touchpoints of our service provision platforms.
5. taking a holistic approach to service design and following the 10 design principles for government in Ireland (*the principles appear below*).



Focusing on the term holistic, our approach will also include empowering our staff through the **Digital Workforce** theme whereby “we will give our staff the technology, digital tools and skills required to fully interact in a digital way”.

We will continue to support the provision of all services through the **Digital Systems** Theme, and in practice through both our network and operations teams, and our Information Security Teams. This theme states that “we will improve the efficiency and effectiveness of the way we work through the implementation of identified technology solutions”.

Finally, the **Digital Communities** theme states “We will provide digital access, connectivity, and support for members of the public and businesses to improve quality of life in our communities, while ensuring that everyone is included”. This will be primarily led by the Broadband & Digital function in conjunction with relevant departments throughout the Council.

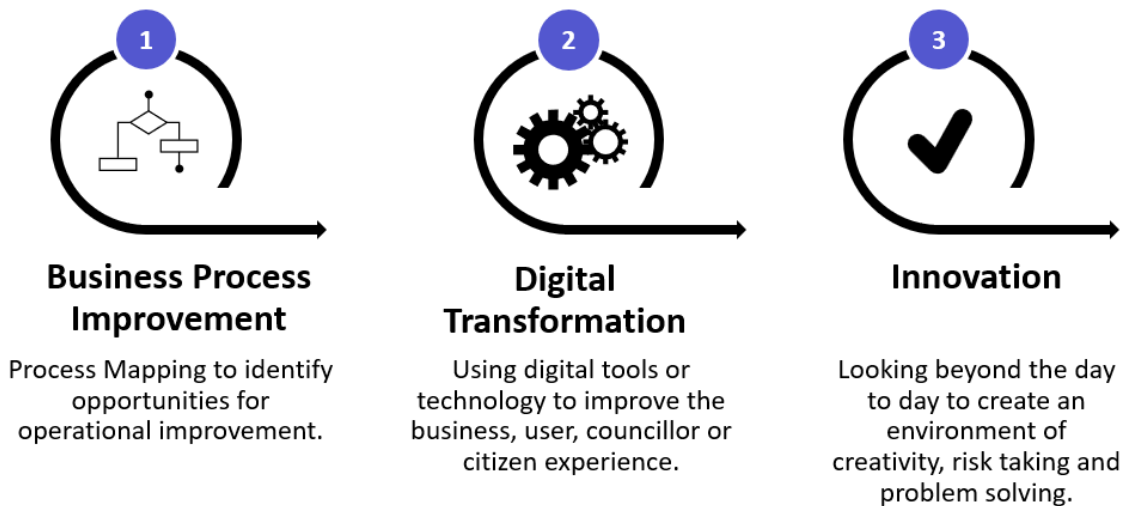
Business Process Improvement and Innovation

A key action of the strategy is to re-view, re-think, re-imagine and re-design how we deliver our services, digitally, to all our stakeholders. Our goal will be to provide simplified, accessible, inclusive, seamless and streamlined services. To achieve this goal, we will undertake a programme of Business Process Improvement & Innovation, high level details of which are noted below.

- **Business Process Improvement** relates to making changes to existing processes and systems. It can be hugely beneficial to reduce headache in processes, increase throughput within departments, increase staff job satisfaction and provide more streamlined services.
- **Business Process Innovation** places a focus on the introduction of new workflows, methodologies, technologies, or strategies to improve efficiencies, tackle challenges, create value or alleviate pain points within a process or procedure.
- **Digital Transformation** affects business processes, culture, and customer experiences by integrating digital technologies to meet evolving needs.

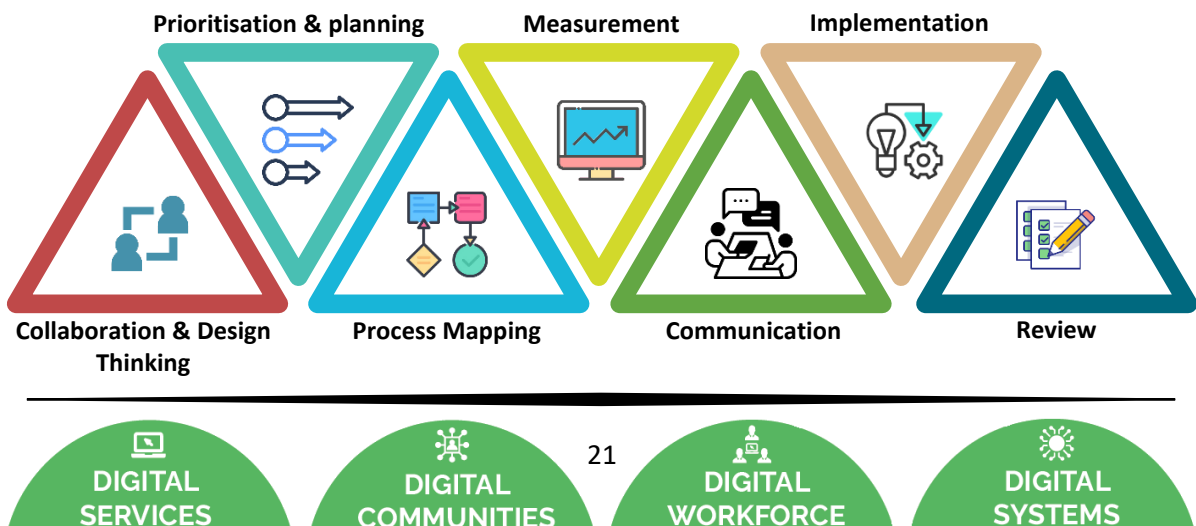
The three parts to the programme


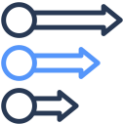





We will divide the programme into three parts. These are not necessarily sequential but cumulatively cover the transformation journey.



The model

The journey will follow 7 high level phases ensuring all stakeholders are engaged through collaborative design thinking sessions, process mapping and prioritisation exercises etc.



Step		Description
Collaboration & Design Thinking		We will meet with business experts in each department and establish their BPI priorities, pain points and opportunities (process improvement, time savings, standardisation etc). The schedule will be agreed by the <i>Digital Transformation and BPI Oversight Group</i> . Information on this group appears further in the document.
Prioritisation (and planning)		BPI projects will then be selected based on organisational priorities and in consultation with the <i>Digital Transformation and BPI Oversight Group</i> .
Process Mapping		The <i>as-is</i> process maps will be documented providing the necessary starting point for further analysis and improvement activities. The <i>to-be (end goal)</i> processes are then mapped.
Measurement		Key metrics are noted from the <i>as-is</i> processes, and goals for improvement KPIs are agreed. We will ensure that these KPI's can be easily measured through digital dashboards.
Communication		Regular weekly meetings with each section participating in the BPI programme will ensure clarity of purpose and intent and will assist in stakeholder by-in.
Implementation		We will implement the changes incrementally and will target a minimum viable product\change (MVP) first. Delivering in this fashion informs stakeholders as to whether concepts are working or require tweaking.
Review		Progress will be monitored and reported back to each stakeholder and the <i>Digital Transformation and BPI Oversight Group</i> .

Collaboration & Design Thinking

This step includes:

- A number of exploratory meetings
- Design Thinking
- A list of processes for consideration and high-level business cases.

Attendees\Contributors should include:

- The Senior Executive Officer (SEO) of the department as the project sponsor.
- Senior staff within the department

Prioritisation (and planning)

The selection of BPI projects to undertake is made at the Digital Transformation and BPI Oversight Group level and will be based on organisational priorities and value-add benefits to the organisation. Agreement is also made with the SEO of the relevant department on the availability of their resources and the expected timelines on the project (project planning).

Process Mapping

This step includes:

- “A day in the life” exercise
- Storyboarding
- Process mapping
- Card sorting (pains\gains\value)
- Customer support analysis

Attendees\Contributors should include:

- Senior staff member responsible for the current process
- A staff member performing the task at present

Measurement

This step includes gathering:

- Existing Trends (web analysis, KPIs etc)
- Discussing regulatory\statutory KPIs
- Setting target KPI’s

Attendees\Contributors should include:

- As noted above

Communication

This step includes:

- Weekly Progress Meetings
- Weekly Demonstrations of Progress
- Budgetary Discussions (Funding)

Attendees\Contributors should include:

- As noted above
- And when appropriate a representation of the communications team.

Implementation

This step includes:

- Prototype changes and informal reviews
- Dashboard development
- Feature Development\Integration
- Minimum viable product (MVP)
- Training\SOP updates\Explainer videos
- Branding (if appropriate)
- Testing\Validating

Attendees\Contributors should include:

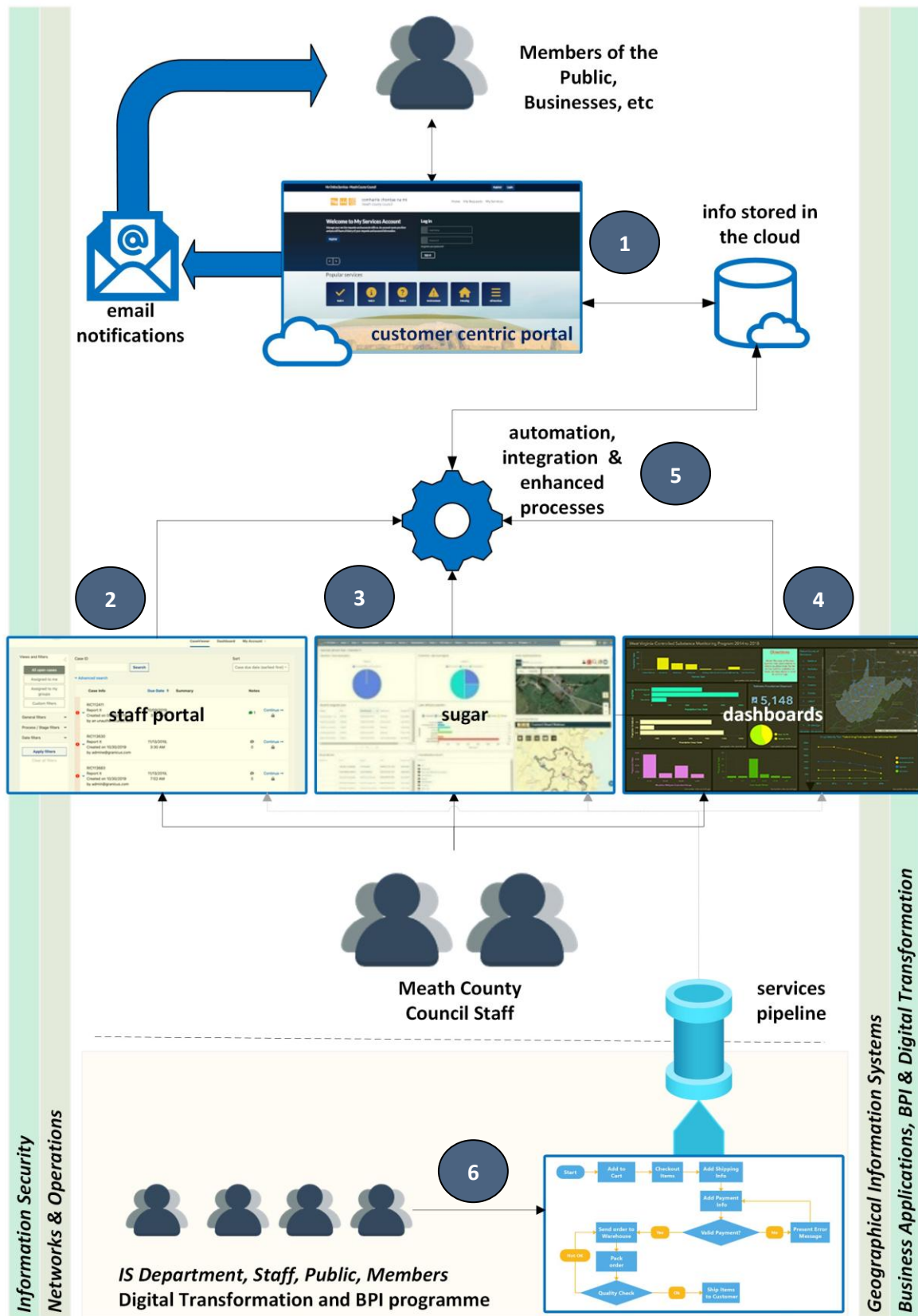
- All project team members (noted above)
- Information Systems Team.
- Not all BPI programmes will include ICT changes thus significant resource input from the department in question will be necessary to implement any proposed process changes.

Review

Regular retrospective reviews on progress, options for improvement, post go-live checkpoints on changes and their benefits (or other), and reports to the *Oversight Group*.

Digital Transformation (High Level Architecture)

This section provides a high-level architecture diagram, and description, of the core technical aspects required to enable our vision.



1

Customer Centric Portal

We will enhance our online service offerings by introducing a new **Customer Portal** that will act as a one stop shop in the provision of online services to the public.

Services will be designed to be straight forward, accessible, inclusive, integrated and seamless in terms of customer journey. Customers can track the progress of their services and enquiries from start to finish and enjoy a seamless online experience regardless of which department delivers the service. The portal will also direct customers to pre-existing portals that provide services to the public on our behalf, such as Traffic Fines, ePlanning, Choice Base Letting, myCoCo etc.

2

New Back Office Portal

An additional back-office portal (**GovService**) will be introduced providing all staff with the ability to view and process cases that come in via the Customer Portal. The portal will provide a single central location to access all internal forms and workflows, view the status of cases and work, make changes, and respond quickly to the needs of constituents.

This portal will supplement our existing back-office CRM (known as SugarCRM). It is envisaged that queries that come through the new Customer Portal will be processed through either GovService or SugarCRM depending on the nature of the case and required business logic.

3

SugarCRM (Sugar Serve)

The existing Meath County Council back-office CRM will continue to play a critical part of our back-office systems and processes, with the ability to steadily add more functionality to, for example, Customer Services, Contractor-Management and Councillors\Elected Members modules.

It is envisaged that queries that come through the new Customer Portal will be processed through either GovService or SugarCRM depending on the nature of the case and required business logic.

4

Dashboards and Data Analytics

We will ensure each service delivered under the Digital Transformation and BPI programme will utilise **data analytics and dashboards** to deliver visualization tools through, primarily, our ArcGIS\GIS Operations Dashboards.

Better data analytics drives data insights which in turn can influence policy and direction. Making information more easily available to staff also facilitates the breaking down of silos throughout the organisation.

5

Automation and Integration Services

We will put in place a **data and integration ecosystem**, including associated governance, for the optimisation of data management, and integration of systems within Meath County Council. Our goals are to improve the use of data to support a more joined-up, efficient and effective organisation for the benefit of citizens, businesses and policy makers alike.

Benefits include:

- More joined-up end-to-end digital services
- Better analytics driven data insights leading to improved policy formulation
- Reduced administration by cutting the need to provide the same data over and over again.
- Improved agility by securely and efficiently reusing data
- Improved protection and transparency of the way data is used throughout its lifecycle
- Better services and policy through improved data quality

A keynote is that personal data must only be collected for specific, explicit, and legitimate purposes only and must not be further processed in way that is incompatible with those purposes.

6

Business Process Improvement

We will adopt a 2-lane approach to our Digital Transformation\BPI\CPI programme:

- Customer Online Services
- Internal systems focus

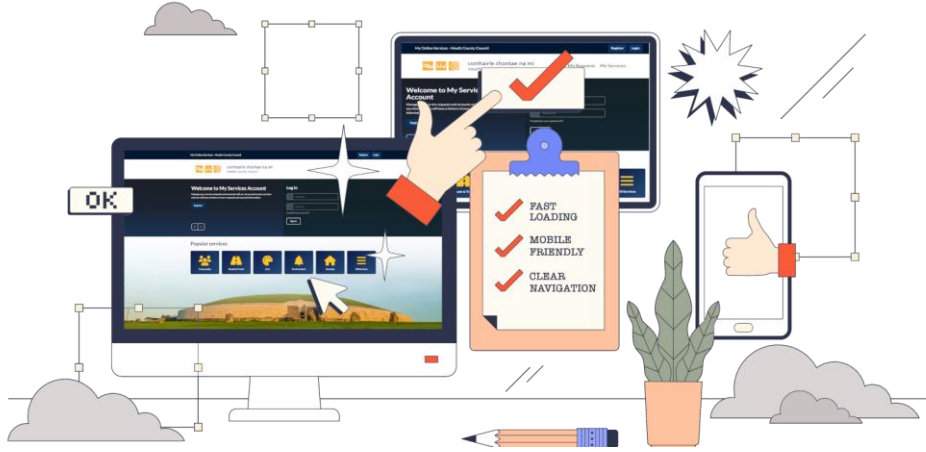
We will lead and facilitate the drive to re-view, re-think, re-imagine and re-design how we deliver our services, digitally, and will help deliver the innovative blueprints for change throughout the organisation.

Requisite supports and resources will be provided to our team to ensure we have the required capacity to build out from this strategy and that team members are trained in disciplines such as Business Process Improvement, Lean Six Sigma, Customer Centric Design, Design Thinking, and required technical disciplines related to the activities of the team.

Examples

The goal of this section is to give the reader a flavour of the type of innovative work we will cover over the lifetime of the Strategy. They are examples, and it is not to be seen as a full or definitive list of projects.

Digital Services



With the introduction of our new Meath County Council Customer Portal, we will provide a mechanism for our customers (citizens, businesses and visitor alike) to manage their queries and service requests to the Council, from start to finish under one online system. Our portal will enable the introduction of efficiencies with examples including (a) a pre-planning service that will generate a pre-planning report to our citizen in minutes and (b) a one stop shop to manage all grant requests made to the Council.

Digital Workforce



Where applicable, we will utilise the potential of Artificial Intelligence to improve efficiency, cost savings, enhanced decision-making, and improved customer services. An important note is that the introduction of any such technology will be accompanied by appropriate governance and ethical arrangements. Examples of potential projects could include (a) Image recognition to monitor quarry extraction licences, solar farm detection or to tackle fly-tipping and littering, (b) the improvement of processing times for labour intensive and time-consuming activities such as the summation, categorisation and analysis of consultations (with the caveat there is human intervention and reviews at all stages of the process) and (c) streamlined day to day administrative tasks through automation and enhanced analysis, visualization and insight capabilities.

Approach to Governance

Digital will form a key component in the enablement of innovation, efficiency savings and service improvements through the Council. The programme of process change that will be built outward from the principles of this strategy will however be cross departmental and potentially, further afield in terms of how we interact with our partner organisations.



Taking the above onboard, and referencing the Connecting Government 2030: A Digital and ICT Strategy for Ireland's Public Service (OGCIO, 2022), in the broader context, we will then need *"fit-for-purpose and enabling governance structures to ensure we deliver on the ambitions"* of our strategy. This section aligns with EN001 of the Digital Local Government Strategy Implementation Plan.

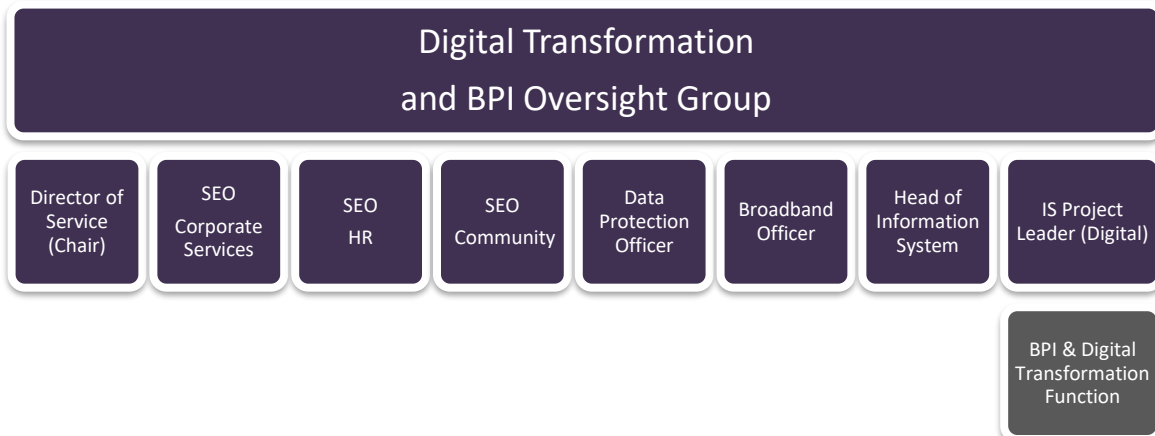
Digital Services Governance

Building momentum around our digital transformation and related business process improvement programmes will be achieved through communication, show and tell sessions, proof of concepts (and so forth) and importantly, buy in at all levels of the Council. With this in place, we envisage there will be significant interest in implementing process and digital improvements, and thus, a structured, controlled approach to the programme is required to ensure the best outcomes for internal and external stakeholders.

The delivery of the digitisation of our services and processes will be led by the Information Systems Department *"BPI and Digital Transformation Function"*. Working with our key stakeholders, we will develop a roadmap that will support delivery of the ambitions of this strategy and accelerate the laudable goal of having 90% of our applicable services online by 2030. We will also work closely with our Communications Team to ensure progress is communicated throughout the organisation and in raising awareness of the availability of digital services.

Progress from the *BPI and Digital Transformation Function* will then be reported on by the Head of Information Systems to the *"Digital Transformation and BPI Oversight Group"*. Tasks of this oversight group, led by a Director of Services, will include:

- considering and approving an annual work plan
- review progress with targets
- assist in the identification of resources required and best methodology to deliver the digitalisation programme



Digital and ICT Strategy Committee

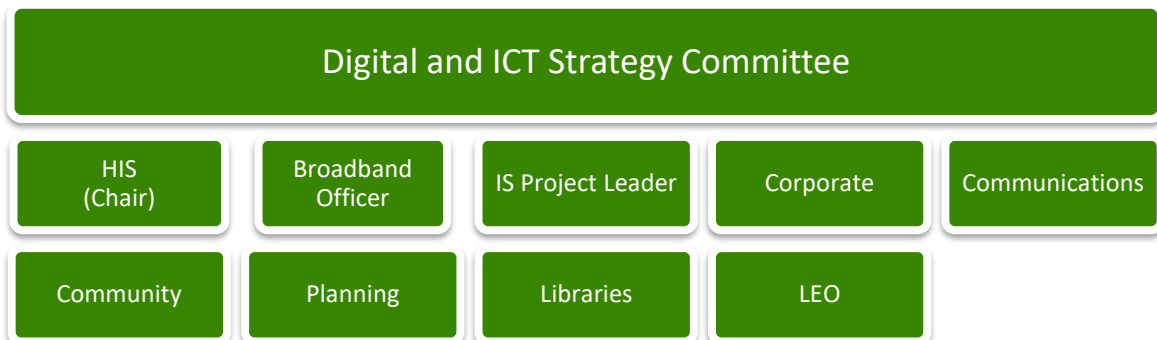


Our “Digital Transformation and BPI Oversight Group” will focus on our Digital Services and BPI, the “Digital and ICT Strategy Committee” will monitor all aspects of the strategy, including the digital vision and roadmap for the wider county where Citizen, Business and Visitor can contribute to and benefit from, the digital economy and society.

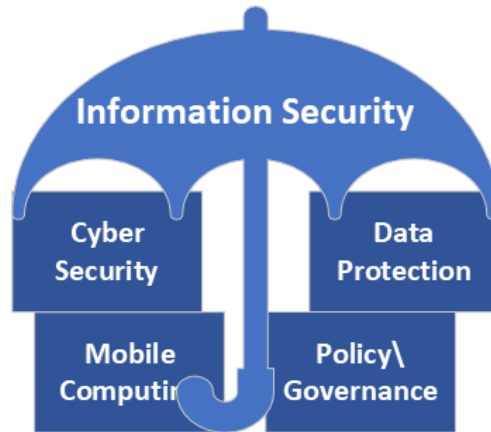
We are very aware that, in the context of Digital and Digitalisation of Services, and as the pace of change continues to grow people can feel left behind or threatened by new or increased challenges. Examples include cyber security, increasingly intelligent malware or malicious fraud attempts; the development of AI and bots creating and proliferating fake news and creating fears around future job security. Therefore, a focus of this Group we will be to ensure people at the centre of our strategy and that the actions of the strategy aim to alleviate the concerns of our citizens while complementing EU and National Policies and plans.

The *Digital and ICT Strategy Committee* will provide governance on the above which includes reviewing progress with targets and the generation of an annual progress report.

The committee is chaired by the Head of Information Systems with vice chair being the Broadband Officer. The committee members will include the below and will include engagement from other strategic partners with the business community, education sector, and so forth.



Information Security Governance



“The objective of information security is to ensure the continuity of business management, and to reduce interruptions of business by preventing and minimising the consequences of security incidents. Information security relates to all controls aimed at protecting the confidentiality, integrity and availability of information.”

Think of information security as an umbrella, with data protection, cyber security and other security topics like cryptography and mobile computing underneath it.

Cyber security deals with protecting our information in cyberspace whilst information security has a focus on protecting our data in cyberspace and beyond. In other words, the Internet or our endpoint devices are only part of a larger picture.

The Council must therefore ensure we maintain a broad view on our Information Security responsibilities and avoid a potentially narrow focused approach to governance. Information Security refers to both physical and digital information and we must ensure the organisation is secured against all Information Security Threats, protecting the Confidentiality, Integrity and Availability of our Information.

In terms of the above, the Information Security Committee will provide Information Security governance for all personal and non-personal information and to direct the successful adoption of best practices in cyber security, information security, privacy, and data stewardship.



Information Systems Project Governance

01 - STRATEGIC ALIGNMENT

03 - PERFORMANCE MEASUREMENT

05 - VALUE DELIVERY



02 - RISK MANAGEMENT

04 - RESOURCE MANAGEMENT

The portfolio of projects and programmes resulting from this strategy will be managed in accordance with the following 5 ICT governance strands:

1. Strategic Alignment

The key to achieving strategic alignment is good communication, and a good relationship between the ICT team and Department heads. Regular meetings will facilitate this relationship, and the overall aim is to ensure that ICT systems are only developed/deployed once a full understanding of appropriate business strategies exists. Any ICT investment should support the underlying objectives of improved and efficient services delivered in a *secure* manner to customers/staff/members.

From an operational perspective, annual operational plans of the ICT department are developed to implement the actions of this strategy and feed into the Performance Management & Development System (PMDS) team planning process. Regular review/progress meetings of the ICT Management Team will monitor progress against annual plans and the strategy.

2. Risk Management

The ICT department within Meath County Council implements projects of varying cost outlays, complexity, and duration so it is important that sound risk management is in place both in managing projects and in the day-to-day operations of the department. The department will utilise the PRINCE2 project management methodology (or similar) to help mitigate project risk. This will then enable the Council to consistently work to identify the risks associated with a given project and regularly report on progress.

3. Performance Measurement

A number of measures are currently in place to ensure that regular performance management and progress monitoring is carried out within the ICT department – these include monthly cyber security reports, service desk reports and a review/progress meetings by the ICT Management Team of the Department Team Development Plan. The department will also be benchmarked against the agreed ICT related KPIs within the Corporate Plan.

4. Resource Management

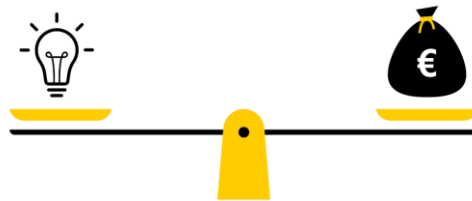
Resource management covers a multitude of factors within the department. It is not only important to ensure that there is sufficient ICT staff with the requisite skills to deliver the project management, technical installations and the support of new systems/solutions but it is also essential that capacity exists within the department to enable successful change/implementations to take place.

Ongoing implementation of this plan will be subject to the changing priorities of the organisation and availability of resources.

5. Value Delivery

Once a solution has been delivered, ensuring that the organisation is realising the improvements and efficiencies that were highlighted in the business case supporting the original investment come under the strand of value delivery. It is envisaged that a form of benefits realisation report will be made available, on an agreed periodic basis to senior management.

Programme Costings



Staff Costs

The programme will be lead through a small specialist Business Process Improvement and Digital Transformation team (as noted on page 16). The team will combine with existing internal resources to undertake business process improvements and digital transformation in combination with existing service delivery teams.

Cost Benefit Analysis (CBA)

Each project undertaken will require a Business Case and requisite Cost Benefit Analysis (CBA). The CBA will outline the benefits of the project e.g.

- Enhanced service provision for the citizens and customers of Meath County Council.
- Increased productivity through the reduction and automation of laborious tasks.
- Gaining long term efficiencies by streamlining processes.
- Data standardisation.

Any additional software\hardware\vendor costs that may be required will be noted in the Business Case and distribution of these costs will be under a Centrally Managed Charges (CMC) model. For example, licence costs related to Artificial Intelligence software or Automation Software.

A project will only commence once (a) its Business Case has been reviewed and approved, (b) resources are in place and (c) a decision has been made to allow the project to start.

Sustainable Development Goals (SDGs)

The 2030 agenda for Sustainable Development, adopted by all United Nation Member States in 2015, provides a shared aim for partnership, peace, prosperity for people and the planet. The 17 Sustainable Development Goals (SDGs) noted below integrate all three aspects of sustainable development; social, economic and environmental. They call for action by all countries - poor, rich and middle-income - to end poverty, fight inequality and stop climate change.

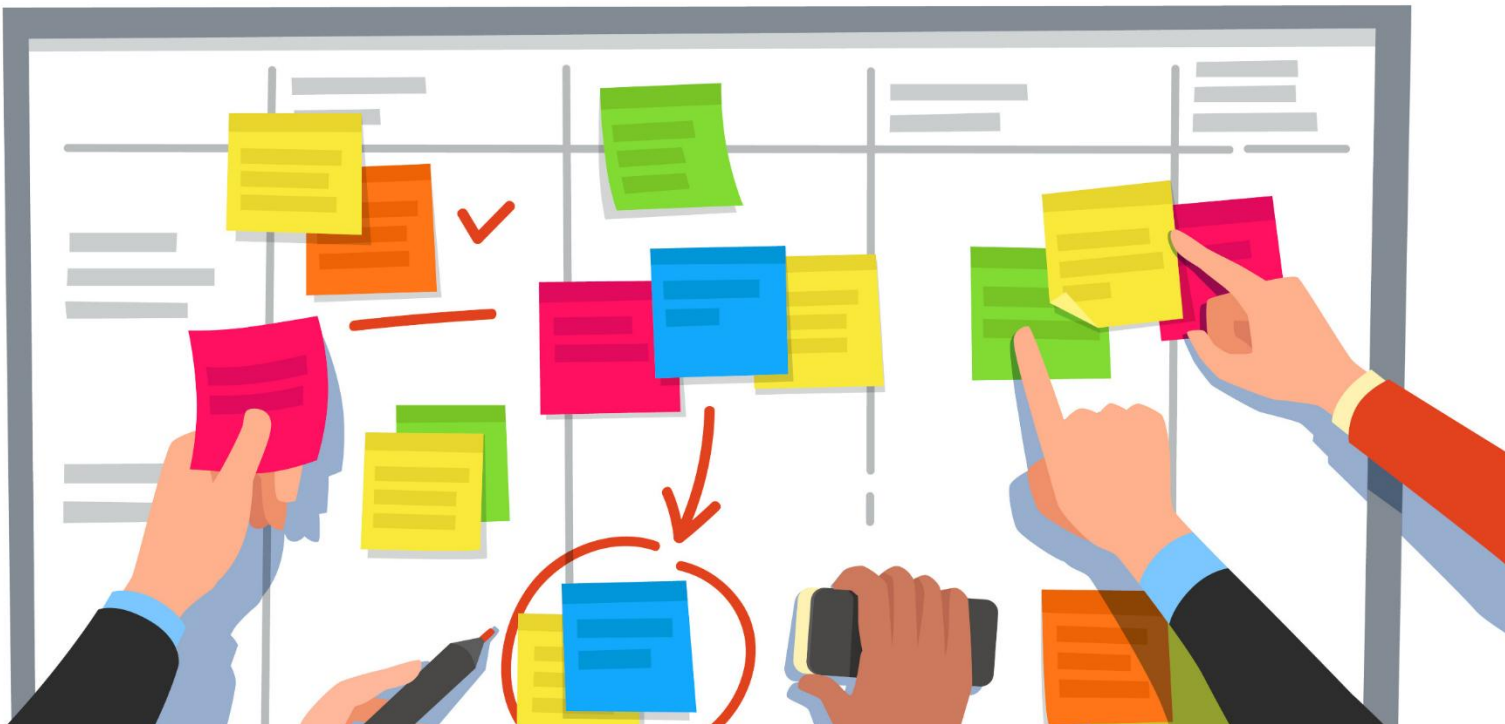
Meath County Council is an advocate of the Sustainable Development Goals and is ideally placed to promote the SDGs at a local level. We are committed to delivering on the Sustainable Development Goals and supporting communities in building a more sustainable future locally. We recognise that the 17 Sustainable Development Goals are the drivers of sustainable transitions. Further information on same can be found via this [link](#).²

There are 29 objectives and 122 actions within the strategy (details of each are documented in the next section). Each of the 29 objectives are linked to some or all of the 10 Sustainable Development Goals highlighted below.



² <https://www.meath.ie/council/council-services/environment/climate-action/sustainable-development-goals>

ACTIONS



Actions: How we will achieve our objectives

There are 29 objectives and 122 actions within the strategy (details of each are documented in the pages that follow). The table below flags the number of each per themes.

Theme	Number of Objectives	Number of Actions
Digital Services	9	34
Digital Workforce	11	32
Digital Systems	3	15
Digital Communities	6	41

Theme: Digital Services & Communities

Objective	
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001 We will use common technologies, applications and design across the sector, while allowing for flexibility where it is needed.



Action #	Action Description	Responsible
MCC_ACT_001	We will standardise on the use of our approved Digital Transformation Platforms ³ when rolling out new online services and in the migration of legacy services. This approach will be for all instances where there is no national system already in place for a service.	Information Systems Team
MCC_ACT_002	We will continue to participate in regional and national initiatives and projects including myCoCo.	Information Systems Team
MCC_ACT_003	We will explore options to participate in the myGovID initiative, which provides a consistent and standardised login approach when accessing online digital Local Government and Public Service Body services.	Information Systems Team
MCC_ACT_004	We will actively work with the sector to identify opportunities for Build to Share applications.	Information Systems Team

³ Currently AGOL, Granicus, FME and Sugar Serve.

Theme: Digital Services & Communities

Objective	
002	We will continue to make sure that our online services are inclusive, literacy friendly and accessible to all.



Action #	Action Description	Responsible
MCC_ACT_005	As part of our service redesign processes, we will define a <i>Digital Inclusion Approach</i> ensuring that those who do not want to engage digitally are still able to access services in the way that they require. This is in line with the Digital for Good - the Government's Digital Inclusion Roadmap and the Digital Local Government Strategy (Implementation Plan #DC004). This will also include the creation of a readiness checklist to ensure that when new digital services are introduced, no one is excluded or disadvantaged.	Information Systems Team & All Departments
MCC_ACT_006	For those to whom gaining access to our digital channels may be problematic e.g. lack of device or poor broadband coverage etc, we will work with the relevant departments to ensure access is maintained through appropriate channels.	Information Systems Team & All Departments
MCC_ACT_007	In building new solutions, we will, as part of our design process, consider how best to meet the needs of all our system users, including those with accessibility needs, by reference to accessibility and universal design principles.	Information Systems Team
MCC_ACT_008	All publicly available online services will be developed in line with our obligations under the Official Languages (Amendment) Act 2021.	Information Systems Team, Irish Language Officer & Communications Team
MCC_ACT_009	All publicly available online services will be accessible using third party software such as voice assistants and assistive technology.	Information Systems Team & Communications Team

Theme: Digital Services

Objective	
003	We will provide a consistent and comprehensive user experience by enhancing and expanding our online services



Action #	Action Description	Responsible
MCC_ACT_010	UX (user experience) guidelines will be put in place to ensure all digital services have consistent branding and experience. This is in line with Digital Local Government Strategy (Implementation Plan #DC003).	Information Systems Team & Communications Team
MCC_ACT_011	All digital services provided by, or on behalf of Meath County Council will be accessible through our user-friendly Customer Portal.	Information Systems Team
MCC_ACT_012	As per MCC_ACT_003, and if technically possible, we will offer our customers the ability to utilise the myGovID login, providing a consistent and standardised login approach when accessing online digital Local Government and Public Service Body services.	Information Systems Team

Theme: Digital Services & Communities

Objective	
004	We will use a people-centred approach to designing our online services in partnership with members of the public, communities and businesses



Action #	Action Description	Responsible
MCC_ACT_013	In line with the Digital Local Government Strategy (Implementation Plan enabler #EN006), we will define, agree and implement an approach/process of ensuring that users	Information Systems Team, Community &

Meath County Council - Digital and ICT Strategy 2030

Action #	Action Description	Responsible
	(staff, members of the public, community groups, businesses, and public and private sector partners) are involved in the design of new ways of working. The goal of which will be to achieve wider acceptance, better usability, meet their needs, and to ensure that business priorities are delivered.	Communications Team
MCC_ACT_014	For future input into service development, all services made available via our approved Digital Transformation Platforms will provide related feedback forms - allowing users of those services rate them and provide feedback. This also includes allowing users suggest new digital services or enhancements to the portal.	Information Systems Team

Theme: Digital Services & Systems

Objective	
005	We will seek opportunities to improve the way we work by using technology when we change or develop our services.



Action #	Action Description	Responsible
MCC_ACT_015	We will put in place a Business Process Improvement and Digital Transformation Function within the IT Department. This team will work with our key stakeholders in the delivery of our online services.	Information Systems Team
MCC_ACT_016	There are currently 997 services provided by Meath County Council (as per Service Catalogue ⁴). As part of our strategy each service will be reviewed to ascertain whether they can be digitised. The digitalisation of services will then be prioritised based upon customer need, contact volumes, business benefit and approved by the “Digital Transformation and BPI Oversight Group”. This will result in the creation of a roadmap. This process will also generate an understanding of what makes up 90% of applicable services for Meath County Council. This is in line with Digital Local Government Strategy (Implementation Plan #DC002).	Information Systems Team and All Departments

⁴ <https://services.localgov.ie/en-ie/Service-Catalogue/Authority/MeathCountyCouncil>

Meath County Council - Digital and ICT Strategy 2030

Action #	Action Description	Responsible
MCC_ACT_017	We will design, build, test and implement online services based upon the agreed priorities resulting from the Digital Services Mapping exercise. This will include a full review of how services are delivered to ensure that as services are digitised manual effort is removed, processes are made efficient and that business priorities are met. This will include the full integration between online services and back-office services and adopt workflow and automation improvements. This is in line with Digital Local Government Strategy (Implementation Plan #DC004, EN006).	Information Systems Team, all departments and the Digital and ICT Strategy Committee
MCC_ACT_018	The Business Process Improvement and Digital Transformation Function within the IT Department will work closely with the Council's Communications Team to define a Delivery Communication Strategy. The aim of which is to ensure that internal and external channels are used effectively to keep staff, members of the public and businesses informed of what is happening during implementation. This will include roles and responsibilities, key messages for each stakeholder group and the communications channels that will be used. This is in line with Digital Local Government Strategy (Implementation Plan enabler #EN003).	Information Systems Team and Communications Team

Theme: Digital Services & Systems

Objective	
006	We will apply the principles of simplified, accessible, inclusive and seamless services



Action #	Action Description	Responsible
MCC_ACT_019	Simplicity is key to any online service and our services will be designed to be simple, accessible, inclusive, integrated and seamless in terms of customer journey. Our services should be intuitive and require no manuals and any member of the public, regardless of digital literacy should be able to figure them out.	Information Systems Team

Meath County Council - Digital and ICT Strategy 2030

Action #	Action Description	Responsible
MCC_ACT_020	Our UX (user experience) guidelines will enable a common look and feel across our online services.	Information Systems Team and Communications Team
MCC_ACT_021	Our digital services will be designed to be device-agnostic, meaning they will be accessible from any device (desktop, laptop, tablet and mobile) and will automatically size to those device dimensions accordingly.	Information Systems Team
MCC_ACT_022	Via data analytics and associated reporting capabilities, various agreed organisation wide digital services will be measured and monitored to: <ul style="list-style-type: none"> Facilitate the matching of resources where demand is greatest Monitor efficiencies of services Measure and track our customer’s levels of satisfaction and perceptions of existing services. 	Information Systems Team and All Departments
MCC_ACT_023	Knowing, and having access to the interfaces between systems and services is essential to support Digital Transformation. As part of any new digital system, an open and accessible API will be requested to facilitate linkages between systems and data analytics.	Information Systems Team

Theme: Digital Services

Objective	
007	We will aim to minimise data duplication for members of the public and businesses by collecting data only once where possible



Action #	Action Description	Responsible
MCC_ACT_024	Once-only principle We will implement a <i>once-only</i> principle of data collection which, in essence, follows the practice of collecting data once, and only once, from citizens and businesses, and reuse that data as opposed to recollecting it. The <i>once-only</i> principle is further defined in the Governments Public Service Data Strategy .	Information Systems Team and Data Protection Team

Meath County Council - Digital and ICT Strategy 2030

Action #	Action Description	Responsible
	<p>Implementing the once-only principle will reduce the number of independent copies of data held within the Council, will promote sharing and reuse of data and common services and improve service provision and decision making. The approach to the above is then governed by the actions that follow.</p>	
MCC_ACT_025	<p>Data is demonstrably processed in line with legislation</p> <ul style="list-style-type: none"> • Citizens and businesses must be confident that their interactions with the Council are secure and in compliance with all relevant regulations. • Personal data must be collected for specific, explicit, and legitimate purposes only and must not be further processed in way that is incompatible with those purposes. • In partnership with the Data Protection Team and driven by General Data Protection Regulation (GDPR) and a privacy-by-design mind-set, robust processes will be implemented to help foster trust between the various actors in the data ecosystem. 	Information Systems Team, Data Protection Team and All Departments
MCC_ACT_026	<p>Data is processed in a secure and private manner</p> <ul style="list-style-type: none"> • It is imperative that appropriate security measures are implemented to ensure data is protected to the greatest extent possible. • Personal data must be secured and protected from unauthorized internal or external access, modification, or deletion, regardless of the intent and a clear approach defined for secure handling of this data. • All Council staff and members have responsibilities under this action. • The above will be managed through the Data Protection and Information Security team functions of Meath County Council. 	Information Systems Team, Data Protection Team and All Departments
MCC_ACT_027	<p>Data is collected, and processed, digitally</p> <ul style="list-style-type: none"> • The Council will to move toward a “digital-by-default” strategy to realise improvements in data quality, timeliness, privacy controls, consistency, and reduced citizen overhead. • The ICT department will support the above through engagement with departments, and by supporting digital transformation programmes 	Information Systems Team, Data Protection Team and All Departments

Meath County Council - Digital and ICT Strategy 2030

Action #	Action Description	Responsible
MCC_ACT_028	<p>Data is accessible through APIs to support interoperability</p> <ul style="list-style-type: none"> As part of any new digital system, an open and accessible API will be requested to enable systems\departments\etc to cooperate, share and reuse data and services in an effective, secure, and consistent way 	Information Systems Team
MCC_ACT_029	<p>Data processing, automation, and cleansing</p> <ul style="list-style-type: none"> We will continue to build our IT capabilities in FME Form and FME Flow to allow efficient data processing, automation, and cleansing 	Information Systems Team
MCC_ACT_030	<p>Create a Data Strategy</p> <ul style="list-style-type: none"> We will put in place a data strategy that outlines how the Council will collect, store, analyse, and use data to meet our business objectives. It will cover the goals of the organization, the data sources and technology needed to achieve them, and the processes for data governance and security. Additionally, the strategy will provide guidance as to how data will be used to make decisions, create new services, and optimize operations. 	Information Systems Team

Theme: Digital Services

Objective	
008	We will meet our obligations under the European Union's Open Data Directive.



Action #	Action Description	Responsible
MCC_ACT_031	<p>Data that can be made public should be made public</p> <ul style="list-style-type: none"> Working with the Data Protection Team, and all relevant departments, we will publish Meath County Council "Open Data" through a coordinated standardised sectoral approach. 	Information Systems Team, Data Protection Team and All Departments

Theme: Digital Services

Objective	
009	We will create a more joined-up, efficient and effective local government by improving the collection and smart use of data.



Action #	Action Description	Responsible
MCC_ACT_032	<p>Evidence based decision making - Data is the foundation of decision making and the basis for accountability. In order to effect good policies, and provide useful statistical insights, data must be used to support evidence based, or informed decision making.</p> <ul style="list-style-type: none"> • Evidence-based decision making, whether by the Local Authority, business, or the general public, is reliant on directly available quality data or insights derived through research. • We will seek opportunities to build deeper capability in our data analytics and visualization tools particularly ArcGIS\GIS Operations Dashboards, Microsoft Power BI, Tableau, and other platforms 	Information Systems Team
MCC_ACT_033	<p>Identifiers - We will ensure the use of common identifiers across line of business systems, where appropriate, to facilitate reuse of commonly held data – for example utilisation of the Local Government Service Catalogue⁵.</p>	Information Systems Team
MCC_ACT_034	<p>Geospatial Data enhancement - Geospatial data is a key enabler for evidence-based decision making. The ability to reuse and link geospatial data is a key challenge, and we will support its use, including data enhancement by:</p> <ul style="list-style-type: none"> • Incorporating eircodes, where possible, into systems. • Where a coordinate or eircode is available, auto generating intelligent data for that location e.g., what district\townland is it in, distance to nearest library etc. • Where useful, Tailte Éireann⁶ maintains a common set of unique geographic identifiers (UGIs) for location data and provides the ability to assemble different datasets in support of evidence-based policies and decisions. 	Information Systems Team

⁵ <https://services.localgov.ie/en-ie/Service-Catalogue/Authority/MeathCountyCouncil>

⁶ <https://www.tailte.ie/en/surveying/about-surveying/unique-geographic-identifier-ugi/>

Meath County Council - Digital and ICT Strategy 2030

Action #	Action Description	Responsible
	<ul style="list-style-type: none"> We will put in place a GIS Strategy detailing the future direction of our GIS systems, their proposed use internally and for the public, and our approach inc. implementation plan on same. 	

Theme: Digital Workforce

Objective	
010	We will continue to respond to the changing needs of members of the public, business priorities, changing government policy and changing technology.



Action #	Action Description	Responsible
MCC_ACT_035	We will continue to work with members and departments to help them build a vision for ICT, which serves their long-term needs, is compatible with the vision for end-to-end digital delivery, and which is aligned with this ICT Strategy.	Information Systems Team
MCC_ACT_036	The ICT Strategy must become a living entity if the Council is to maximise the benefits that can be realised. Thus: <ul style="list-style-type: none"> We will review the ICT strategy on yearly basis. We will develop a set of measures and an approach of continuous improvement to underpin the strategy in consultation with key stakeholders. 	Information Systems Team

Theme: Digital Workforce

Objective	
011	Our senior leaders will continue to promote a people-centred approach to providing services.



Action #	Action Description	Responsible
MCC_ACT_037	We will communicate the benefit and approach of a people-centred design to the Management Team of Meath County Council, Senior Management Team members, and the Council staff and Elected Members.	Information Systems and the Communications Team

Theme: Digital Workforce

Objective	
012	We will give our staff the training and support they need so they can be confident in providing digital services.



Action #	Action Description	Responsible
MCC_ACT_038	Training - We will ensure that the appropriate ICT resource levels and skill sets are in place, within the Information Systems department, to meet the current and future needs of the Council through training, professionalisation, recruitment, leveraging managed service models and collaboration.	Information Systems Team

Theme: Digital Workforce

Objective	
013	We will create a culture where all staff embrace technology and innovation by bringing digital skills into our staff development plans



Action #	Action Description	Responsible
MCC_ACT_039	Training (<i>training is lead through the Learning and Development Team within the Council</i>) We will work in partnership with the Learning and Development Team to identify gaps in end user ICT skills and develop new opportunities to address these gaps, using external training, through local targeted training initiatives, via the use of ICT tips and supports on the Intranet or other appropriate channels. This is in line with Digital Local Government Strategy (Implementation Plan #DW003).	Information Systems and Learning and Development Team

Theme: Digital Workforce

Objective	
014	We will encourage innovation



Action #	Action Description	Responsible
MCC_ACT_040	<p>We define of Innovation as the <i>creation of a new, viable offering, that adds value to Meath County Council</i>. Our approach will include:</p> <ul style="list-style-type: none"> Citizen-centric Innovation Put citizens and users at the centre of innovation to enhance their experience of public services Culture of Innovation Create a culture where all staff are inspired, empowered and enabled to innovate Scale up Innovation Work across departments to optimise efficiency by scaling innovations Transformative Innovation Drive innovation across the Council by pioneering change and long-term transformation Public Service Innovation Representative Appoint a Public Service Innovation Representative within the IT Department. 	Information Systems Team

Theme: Digital Workforce

Objective	
015	We will achieve consistency in the delivery of change and day-to-day services by strengthening standard practices and guidelines.



Action #	Action Description	Responsible
MCC_ACT_041	The ICT department will continue to develop policy and procedures to strengthen our service delivery across all functions (Business Applications, Business Process Improvement and Digital Transformation, GIS, Cyber Security and Network & Operations)	Information Systems Team

Theme: Digital Workforce

Objective	
016	We will maintain openness, accountability, and data protection through appropriate governance structures.



Action #	Action Description	Responsible
MCC_ACT_042	<p>Data Protection</p> <ul style="list-style-type: none"> The function of monitoring, governing and safeguarding sensitive information collected and processed by the Council is via the Data Protection Team. This requires strict compliance in GDPR, adherence to strict standards when managing personal data, transparent data processing practices, obtaining consent, ensuring data accuracy, and implementing robust security measures and so forth. We will work in partnership with the Data Protection Team to ensure any services provided through this strategy adhere to our obligations under GDPR. 	Information Systems Team, Data Protection Team and Information Security Committee

Theme: Digital Workforce

Objective	
017	We will make sure our staff understand their role in cyber security and have the necessary skills to support our cyber security efforts by continuing to invest in educational initiatives.



Action #	Action Description	Responsible
MCC_ACT_043	<p>Meath County Council will continue to nurture our Cyber Security culture through:</p> <ul style="list-style-type: none"> Skills and awareness initiatives We will ensure the cyber security skills and awareness within the Council is maintained to mitigate cyber security threats including the monitoring and reporting of incidents. Simulated phishing programmes The Information Security Team will continue to rollout simulated phishing programmes throughout the organisation Mandatory cyber awareness training The Information Security Team will continue to rollout mandatory periodic cyber awareness training to all staff. Governance Via the Information Security Committee, a dedicated Information Security Team and a dedicated Data Protection Team. 	Information Systems Team & Information Security Committee

Theme: Digital Workforce

Objective	
018	We will continue to review how we comply with security requirements through regular testing of business plans.



Action #	Action Description	Responsible
MCC_ACT_044	Business Continuity We will focus on service continuity management to provide infrastructure and system resilience designed to support the Council’s Business Continuity Plans.	Information Systems Team and Corporate
MCC_ACT_045	Incident Response Tabletop Exercises We will continue our regular Information Security Tabletop Exercises	Information Systems Team

Theme: Digital Workforce

Objective	
019	We will set up common approaches to protect against cyber-attacks by using best practice and compliance standards.



Action #	Action Description	Responsible
MCC_ACT_046	We will take appropriate, and proportionate, technical, and organisational measures, to manage the risks posed to the security of our network and information systems.	Information Systems Team
MCC_ACT_047	We will take appropriate measures to prevent, and minimise, the impact of incidents affecting the security of our network and information systems with a view to ensuring continuity of service.	Information Systems Team

Meath County Council - Digital and ICT Strategy 2030

Action #	Action Description	Responsible
MCC_ACT_048	We will adopt best practice approaches for cyber security management, which include aligning our cyber security processes against the Public Sector Cyber Security Baseline Standard .	Information Systems Team
MCC_ACT_049	We will create, maintain, and exercise a cyber incident response plan, resiliency plan, and associated communications plan.	Information Systems Team
MCC_ACT_050	We will Implement Security by Design by carrying our cyber risk assessments when selecting new systems, on-line services or implementing digital processes.	Information Systems Team
MCC_ACT_051	We will continue our approach to endpoint management and our implementation of zero trust.	Information Systems Team
MCC_ACT_052	We will maintain offline, encrypted backups of data with regularly recovery tests.	Information Systems Team
MCC_ACT_053	We will mitigate internet-facing vulnerabilities and misconfigurations to reduce attack vectors.	Information Systems Team
MCC_ACT_054	We will continue to review our patch management processes to ensure that the latest patches are applied across our full ICT estate in a regular and timely manner.	Information Systems Team
MCC_ACT_055	We will practice good cyber hygiene by using up-to-date anti-malware solutions and applications, ensuring user and privileged accounts are limited, enabling MFA, and implementing cybersecurity best practices	Information Systems Team
MCC_ACT_056	We will reduce the risk of phishing emails from reaching end users by enabling strong spam filters and implementing user awareness and training programs	Information Systems Team
MCC_ACT_057	We will continue to utilise sector groups such as the Information Security Officer Group and ISAC in the development of Information Security policies.	Information Systems Team
MCC_ACT_058	We will continue to participate in regional and national information security groups.	Information Systems Team

Meath County Council - Digital and ICT Strategy 2030

Action #	Action Description	Responsible
MCC_ACT_059	We will continue to monitor our network on a 24/7 basis and continue to utilise a managed SOC\SIEM. Meath County Council will also participate in the sector wide SOC\SIEM programme once in place (and where the service is on par or better than the system currently in place within Meath County Council).	Information Systems Team
MCC_ACT_060	We will continue to apply security measures to our ICT estate to reduce the potential access by unauthorised persons.	Information Systems Team
MCC_ACT_061	<p>We will continue to adopt best practice approaches for information security management, which includes:</p> <ul style="list-style-type: none"> • Maintaining an inventory of what personal and sensitive information is stored on our systems, where it is stored, and who has access to it • Implementing cybersecurity best practices • Ensuring cyber incident response and communications plans include response and notification procedures for data breach incidents. • Implementing Privileged Access Management • Implementing a Password Manager 	Information Systems Team
MCC_ACT_062	<p>Information Security Committee (ISC) The ISC will meet on a quarterly basis to:</p> <ul style="list-style-type: none"> • manage a risk-based approach to Information Security • co-ordinate Council security initiatives at the executive level, thus enabling the organisation to optimise spending, manage infrastructure and minimise security risk • discuss, agree, and sign off on sub-policies of the Information Security policy, associated procedures, and changes to either conduct periodic reviews of the Information Security policy. 	Information Security Committee

Theme: Digital Workforce

Objective	
020	We will identify the people and financial resources needed to achieve our digital and ICT ambitions and will aim to put these in place.



Action #	Action Description	Responsible
MCC_ACT_063	We will work with departments and the Senior Management Team (SMT) to demonstrate the dependency, value and improvements that are being achieved by using ICT	Information Systems Team
MCC_ACT_064	As with the above, we will ensure Elected Members are kept apprised of projects, their objectives and value.	Information Systems Team
MCC_ACT_065	For new initiatives and as part of the Business Case or the Project Mandate for that change, we will request clear details of its benefits including efficiency metrics.	Information Systems Team
MCC_ACT_066	Working with the LGMA, we will carry out an in-depth review of the current structure and roles for ICT and Digital in order to define the key roles and Target Operating Model for the sector. This is in line with Digital Local Government Strategy (Implementation Plan #DW001).	Information Systems Team

Theme: Digital Systems

Objective	
021	We will continue to improve local government services by using new technologies.



Action #	Action Description	Responsible
MCC_ACT_067	Standardization and Simplification of Portfolio We will seek opportunities to consolidate, and rationalise, the Council’s technical environment through standardization and simplification of our infrastructure and application portfolios	Information Systems Team
MCC_ACT_068	Internal Infrastructure We will continue our investment in the corporate network, central servers and storage equipment, mobile computing and desktop device refresh.	Information Systems Team
MCC_ACT_069	Managed Print Services <ul style="list-style-type: none"> We will continue to provide and support the centralised managed print services (print/copy/scanning) within all Council offices. We will explore options to integrate with a document management system 	Information Systems Team
MCC_ACT_070	Telephone System <ul style="list-style-type: none"> We will put in place a Telephony Strategy detailing the future direction of our telephony approach inc. implementation plan on same. We will provide and maintain fit-for-purpose telephony and mobile voice and data equipment. 	Information Systems Team
MCC_ACT_071	Mobile Phones <ul style="list-style-type: none"> We will continue to provide, manage the rollout, and support mobile devices within the Council Mobile telephony services will be provided using the Mobile Voice & Data procurement framework (if in place). 	Information Systems Team

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Action #	Action Description	Responsible
MCC_ACT_072	<p>Rationalisation of Business Broadband</p> <p>We will replace, where possible, our wireless point to point connections with a Broadband solution. The solution simplifies our network, reduce our Health and Safety requirements (overhead equipment) and enable the decommissioning of related wireless point to point units.</p>	Information Systems Team
MCC_ACT_073	<p>Disaster Recovery and Business Continuity</p> <p>We will gain a clear understanding of where any gaps exist between the Council’s Business Continuity Plan and existing ICT arrangements</p>	Information Systems Team and Corporate
MCC_ACT_074	<p>Digital Document Management</p> <p>We will strive to improve methods and systems for document management, with final approach on same to be agreed with the “<i>Digital Transformation and BPI Oversight Group</i>”. Once procured, the ICT department will:</p> <ul style="list-style-type: none"> • assist in the migration of documents from legacy systems into the new digital records management system • assist and its deployment to all business units. • support the change management and training requirements to enable its widespread adoption. 	Digital Transformation and BPI Oversight Group, Information Systems Team and All Departments.
MCC_ACT_075	<p>Digital Signatures</p> <ul style="list-style-type: none"> • Investigate the efficiencies that can be by the use of Digital Signatures (e.g. cost of printing, cost of paper storage, BP and security). • Aim to integrate the use of Digital Signatures into services provided through our approved Digital Transformation Platforms ⁷. 	Digital Transformation and BPI Oversight Group

⁷ Currently AGOL, Granicus, FME and Sugar Serve.

Theme: Digital Systems

Objective	
022	We will share solutions across local government by putting in place digital and ICT capabilities that can be reused



Action #	Action Description	Responsible
MCC_ACT_076	We will work with and participate in regional and sector groups to review projects and areas of common interest, for example, Digital Transformation, CRM, GIS and Open Data.	Information Systems Team
MCC_ACT_077	We will promote and make available any solutions generated using our approved Digital Transformation Platforms to the sector.	Information Systems Team
MCC_ACT_078	We will continue to develop and use shared services, shared approaches and shared technology across the sector to collectively strengthen the resilience of all councils.	Information Systems Team

Theme: Digital Systems

Objective	
023	We will adopt enterprise architecture and standards-based approaches to make sure we provide quality digital and ICT services. Enterprise architecture is the method used to plan and put in place the information technology that an organisation needs to achieve its goals.



Action #	Action Description	Responsible
MCC_ACT_079	Enterprise Architecture We will ensure all new ICT systems are evaluated, during the procurement phase against the principles of this strategy.	Information Systems Team

Action #	Action Description	Responsible
MCC_ACT_080	<p>Cloud</p> <ul style="list-style-type: none"> To support a more cohesive infrastructure, as well as the sharing and re-use of services/solutions, we will continue to evaluate cloud computing with the aim of increasing our agility and reducing the overall cost of ICT. A cloud approach may take the form of Software as a Service (SaaS) or Infrastructure as a Service (IaaS) or a Hybrid Cloud Model (using a combination of public cloud installations and on premise) <p>The following factors will be used to measure the suitability and location of cloud options:</p> <ul style="list-style-type: none"> Costs; This will involve understanding the Total Cost of Ownership (TCO) and the operating cost model – what will be included as ‘standard’ and what will be classed as ‘additional’ cost and how will this compare to the existing costs? Benefits; How will Cloud adoption provide added value and transformation for the Business/services and technical delivery? How will the benefits be achieved and measured? Performance; this will include identifying what needs to be measured (supplier’s SLA), the metrics of measurement as well as setting achievable targets Compatibility; will there be any loss of functionality in accessing the cloud-based solution? Including access to download or report on data Security; what security controls will be covered by the supplier? How will data resilience be covered? How will the backup and disaster recovery process work? And what assurances will be included in the event of a cyber-attack or in resolving major vulnerabilities? Complexity; how will this change the access, management, and maintenance of the systems/infrastructure? Will the management of systems therefore need more or less resources? 	Information Systems Team

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Action #	Action Description	Responsible
MCC_ACT_081	We will review the use of Artificial Intelligence and the potential process improvements it can bring to Meath County Council. An important consideration is that the introduction of any such technology is accompanied by appropriate governance and ethical arrangements. Meath County Council will also work closely with the sectorial Artificial Intelligence Enablement Group to pursue common approaches, guidelines and initiatives in this space.	Information Systems Team & Information Security Committee

Theme: Digital Communities

Objective	
024	We will support the achievement of climate action targets through the use of technology.



Action #	Action Description	Responsible
MCC_ACT_082	ICT will be used to maximise efficiency, minimise environmental impact, and support the wider Council carbon reduction policies.	Information Systems Team
MCC_ACT_083	We will have a representative on and actively engage and support the activities of the Council Climate Action and Energy Teams.	Information Systems Team
MCC_ACT_084	We will manage and monitor the IT requirements as defined within the Meath County Council Climate Action Plan 2024 – 2029.	Information Systems Team

Theme: Digital Communities

Objective	
025	We will work with our communities to improve quality of life by offering digital access, connectivity and support.



Action #	Action Description	Responsible
MCC_ACT_085	<p>We will actively participate in digital access, connectivity and support programmes, which will include:</p> <ul style="list-style-type: none"> • smart cities & smart communities • improved digital infrastructure • technologies to improve quality of life • co-working hubs and supporting technological innovation • WIFI4EU & continued Implementation of the National Broadband Plan • data analytics and reporting (air quality, big belly bins, traffic, etc) 	Information Systems Team

Theme: Digital Communities

Objective	
026	Digital Infrastructure.



Action #	Action Description	Responsible
MCC_ACT_086	Support increased awareness of access to broadband for residents and provide links on Meath.ie and through social media marketing to COMREG’s Broadband Checker and Outdoor Mobile Coverage Map.	BBO, Communications, COMREG
MCC_ACT_087	Work closely with the Council’s Communications and Library Teams to increase awareness of the resources and access to technology available through our libraries.	Communications, Library Service

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Action #	Action Description	Responsible
MCC_ACT_088	Identify new technologies to support the council and other stakeholders in making informed decisions based on up to date and relevant data.	BBO, ICT
MCC_ACT_089	Work with telecommunications companies and support agencies to ease the transition away from copper networks for vulnerable users and Meath County Council tenants. For example, provide information and links on Meath.ie and through collaborations with Age Friendly Homes Co-ordinators to assist residents in the transition.	AFM, AFI, BBO
MCC_ACT_090	Facilitate the implementation of the Gigabit Infrastructure Act and where possible encourage telecommunication operators utilise public assets such as ducting and street furniture.	Transportation, Asset Management, BBO
MCC_ACT_091	Engage with relevant strategic partners to facilitate and enable the development of digital enterprises in the county.	Economic Development
MCC_ACT_092	Review the feasibility to develop digital communication kiosks at locations where public phones were previously located. These kiosks can provide, for example, access to emergency care providers as well as opportunities to access local information and communication services.	Transportation, BBO, telco providers
MCC_ACT_093	Highlight through ongoing marketing the role of libraries as community hubs, and work with community groups with existing buildings to leverage their facilities for greater public benefit. Examples could include supporting skills development programmes, Digital Cafés, Community briefings.	Library service, Communications, Community Organisations, BBO, LEO
MCC_ACT_094	Support the continued development of hubs (commercial and community based) and create linkages with communities, local enterprises, entrepreneurs, social enterprises etc.	ED, BBO, Community

Theme: Digital Communities

Objective	
027	Digital Skills



Action #	Action Description	Responsible
MCC_ACT_095	Working with third level institutions and other training providers, Meath County Council will explore opportunities and assist in the development of a Digital Skills Development plan and associated digital skills programmes to meet public needs in the community.	LMETB, DoE, Youth Reach, BBO, TCD, MTU, DCU, Microsoft, Digital Champions
MCC_ACT_096	We will encourage and identify “Digital Champions” who can support the delivery of Digital skills programmes.	BBO, LMETB, Community organisations
MCC_ACT_097	Continue to work with external bodies to leverage grants to support the Digital Skills initiatives under the strategy.	BBO, LMETB,
MCC_ACT_098	Carry out Beta testing with stakeholder groups prior to the launch of new systems to test accessibility vs relevant skill levels.	Information Systems Team, MCC, PPN
MCC_ACT_099	We will continue to enable staff to assist members of the public bridge the skills gap allowing them to engage with the council online or utilise resources.	Libraries, AFM,
MCC_ACT_0100	Develop instructional videos for new processes and systems to support unfamiliar users.	MCC, Communications
MCC_ACT_0101	Utilise Broadband Connection Points, Community Centres, Enterprise hubs and Libraries as hub points providing digital skills training to citizens.	BBO, Libraries, Community organisations, LEO, Economic Development
MCC_ACT_0102	Deliver workshops/briefings on digital tools and supports through community groups on subjects including Age-Friendly, Cultúr, home security, cyber security	BBO, Age Friendly (AFI/AFM), Integration Team (LAIT), Community Safety Partnership (LCSP), Library

Theme: Digital Communities

Objective	
028	Digital Economy



Action #	Action Description	Responsible
MCC_ACT_0103	Work with Boyne Valley Tourism and business stakeholders to support the development of digital tools and training for businesses.	BVT, ED
MCC_ACT_0104	Work with Boyne Valley Tourism to encourage the development of novel tourism and community engagement attractions utilising QR Codes to link travellers to bus timetables, providing links to additional information at tourist sites, developing podcast/audio tourism walking or driving trails etc	BVT, ED, Tourism Service Providers
MCC_ACT_0105	Work with Boyne Valley Tourism to support the development of Meath's Coastal Trail, Greenways and Heritage Sites.	BVT, Transport, ED
MCC_ACT_0106	Working with our Local Enterprise Office deliver specific workshops and events to support local businesses to adopt digital technologies.	BVT, LEO
MCC_ACT_0107	Working with our Local Enterprise Office direct suitable enterprises to the Digital Start programme to identify opportunities to improve their digital capabilities.	LEO
MCC_ACT_0108	Working with our Local Enterprise Office deliver a pipeline of businesses adopting digital solutions and progressing from the Digital Start Programme to Digital Grow support funding.	LEO
MCC_ACT_0109	Working with the Local Enterprise Office we aim to increase the collaboration and partnerships with industry and academia to enhance digital transition in micro enterprises across Co. Meath.	LEO, DCU
MCC_ACT_0110	Support suitable enterprises to access Enterprise Ireland's R&D funding.	LEO
MCC_ACT_0111	Engage with Town Centre First Teams, business and community organisations to understand their requirements, how they want to develop new skills or capabilities and utilise Meath County Council and community hubs to deliver these supports.	TCF, PPN, LEO, ED

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Action #	Action Description	Responsible
MCC_ACT_0112	Working with our Economic Development Department develop business plans for Dunshaughlin and Enfield Hubs that support economic and community development for the municipal district.	ED
MCC_ACT_0113	Support remote workers by liaising with hubs to promote and deliver skills to advance funded training to these employees/hub users.	ED, BBO, Grow Remote

Theme: Digital Communities

Objective	
029	Digital Services

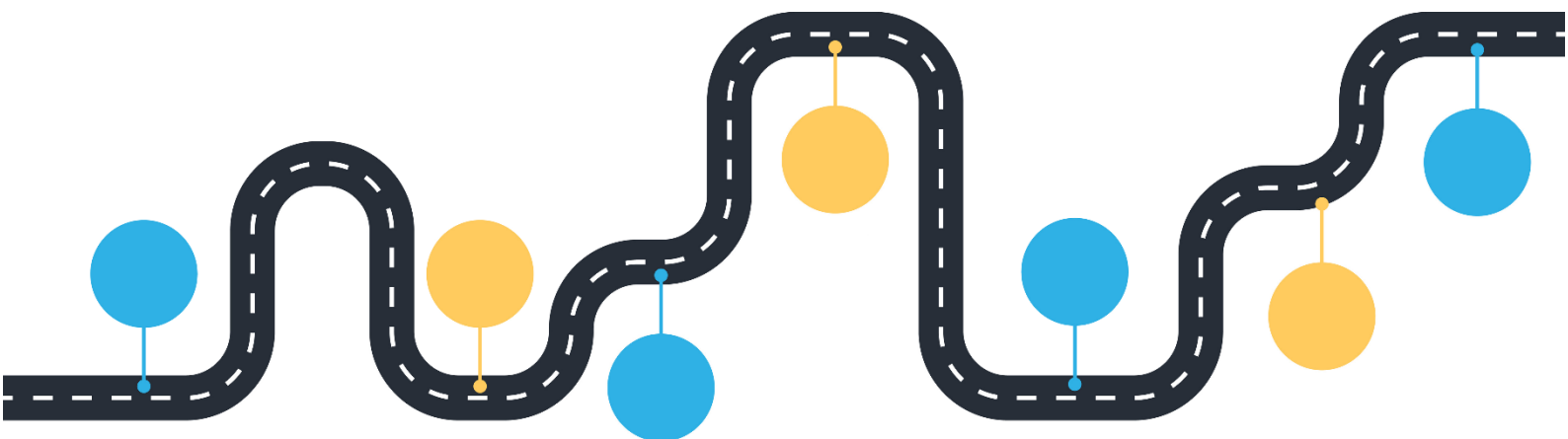


Action #	Action Description	Responsible
MCC_ACT_0114	Work with stakeholders developing Council strategies to identify opportunities for digital and smart processes/systems.	All
MCC_ACT_0115	Identify areas where can Meath be a leader/innovator – for example in areas such as the delivery of online services for citizens, AI, digital/SMART tourism, supporting the development of digital businesses and digitising our heritage.	ICT, BBO, ED, Management team
MCC_ACT_0116	Explore options related to Business Process Improvement within the Council, including but not limited to tighter integration to Geographical Information Systems, Data Management Systems and creating a common data environment suitable for open data sharing (where relevant).	Information Systems Team (IS), DPO, Corporate, All Departments in the Council.
MCC_ACT_0117	Investment in Process Mapping and Automation to enhance service provision across the organisation.	Information Systems Team
MCC_ACT_0118	Explore opportunities to partner with academic institutions to deploy smart solutions within the Council.	Information Systems Team, BBO, Academic Partners, Departments

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Action #	Action Description	Responsible
MCC_ACT_0119	In line with the Climate Action Plan 2024-2029 utilise digital marketing and advertising where possible and reduce waste on programmes and posters.	Climate Action, Communications
MCC_ACT_0120	Develop GIS system to identify and map areas most susceptible to climate related extreme events on the road network	Climate Action, Information Systems Team
MCC_ACT_0121	In line with the Climate Action Plan 2024-2029, identify projects and funding to monitor costal erosion and flood risks for Co. Meath.	Climate Action & Environment
MCC_ACT_0122	Investigate the feasibility of creating a Digital Town Pilot to enable the modelling of how environmental improvements and street modelling could affect the environmental impact, street utilisation, visual aspect etc of the town (LEAP Action)	BBO, Information Systems Team, Climate Action

HIGH LEVEL ROADMAP



High Level Roadmap

✓: indicates task should be completed by this period

	2024			2025				2026				2027				28->30
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Governance																
Digital Transformation and BPI Oversight Group Meetings						✓		✓		✓		✓		✓		✓
County Meath Digital Strategy Committee					✓		✓		✓		✓		✓		✓	
Information Security Committee		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Climate Action Team (024)		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Strategies and Guidelines																
Digital and ICT Strategy sign off and yearly reviews (010, 015)			✓				✓				✓				✓	✓
Digital Inclusion Approach (002, 015)					✓											
UX guidelines (003, 015)				✓												
Digital Transformation Communication Strategy (005, 015)					✓											
Data Strategy (007, 015)					✓											
GIS Strategy (009, 015)					✓											
Innovation Approach and review (014, 015)						✓										
Artificial Intelligence Policy and review (023, 015)					✓		✓									
Telephony Strategy (021, 015)						✓										
Review\Update Cyber and Information Security Policies (017,018, 015)			✓		✓		✓		✓		✓		✓		✓	✓

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	2024			2025				2026				2027				28->30
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Digital Services & Workforce																
Procure Customer Portal and Digital Transformation Platform		✓														
Training & System Familiarization (012)		✓	✓													
Customer Centric Process Design Training (012)						✓										
Lean Six Sigma Training (012)					✓											
Pilot Digital Transformation Projects (001,003,004, 005,006,007, 009,020)				✓	✓											
Communicate goals of Digital Transformation and BPI programme throughout the Council (011,020)					✓	✓										
Initial list of applicable digital services (005)					✓											
[Services\BPI] Online Customer Services Stream (001,003,004, 005,006,007, 009, 020,023)				✓	✓	✓		✓	✓	✓		✓	✓	✓		✓
[Services\BPI] Internal Systems (001,003,004, 005,006,007, 009, 020,023)				✓	✓	✓		✓	✓	✓		✓	✓	✓		✓
Corporate GIS Browser (001,003,004, 005,006,007, 008,009)						✓										
Promote\Communicate\Share our Digital Services to the Sector (022)					✓		✓		✓		✓		✓		✓	✓
Digital Document Management System (021)											✓					



Meath County Council - Digital and ICT Strategy 2030

	2024			2025				2026				2027				28->30
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Digital Systems																
Hyperconverged infrastructure (021)	✓															
UPS (021)			✓													
Mobile Phone Contract Refresh (021)									✓							
Telephony System Refresh (021)								✓								
Network Refresh ⁸ (021)							✓				✓					✓
Broadband Rationalisation ⁹ (021)						✓										
Firewall (021)					✓											
Intune Co-Management (021)					✓											
UE Handover (021)									✓							
Server Upgrades (021)													✓			
PC Replacement Programme (021)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cyber and Information Security Initiatives (019,023)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ISO 27001 Accreditation ¹⁰ (019,023)								✓								
Extension to Buvinda ¹¹ (021)									✓							
Thrive Business Centre of Excellence Support ¹² (021)					✓											
Customer Interactive Screens ¹³ (025)										✓						
Digital Communities																
Initiatives as per strategy ¹⁴ (025-029)					✓		✓		✓		✓		✓		✓	✓

⁸ Uplift of network switches and routers and so forth

⁹ Replacement of wireless links between remote sites

¹⁰ Information security, cybersecurity and privacy protection ISMS requirements ISO/IEC 27001

¹¹ unknown timeframe at present

¹² unknown timeframe at present

¹³ Project Ideas: Interactive screens for foyer– interactive views of consultations, planning, services, and so forth

¹⁴ Smart community initiatives across 6 MDs e.g. smart benches, additional communication links, and so forth

Risks

- The delivery of this strategy will be structured through a series of managed programmes, and projects.
- Risks associated with the implementation of this strategy will be reduced through the use of structured techniques for programme and project management.
- The methodologies noted above are described more fully in the Governance section of the strategy.

Risk #	Key Risk	Mitigations
R.01	Future funding constraints	<ul style="list-style-type: none"> • Work with departments, the SMT, and Senior Management to demonstrate the dependency, value and improvements that are being achieved by using ICT. • As with the above, ensure Elected Members are kept apprised of projects, their objectives and value, given their key role in the approval of annual budgets within the Council. • Undertake regular market testing of ICT products and services to ensure value for money. • For new initiatives, or changes to existing ICT infrastructure; as part of the Business Case or the Project Mandate - provide clear details of the costings and benefits (including payback).
R.02	Important, and urgent organisational business priorities emerging which require significant ICT resourcing (possibly on concurrent projects), necessitating the redeployment of ICT resources as priorities dictate	<ul style="list-style-type: none"> • Work with departments, the SMT, members, and Senior Management to identify future development which will require ICT input. • Throughout the lifetime of this plan, organisational priorities will be established in consultation with the Chief Executive and the senior management team, in line with the Corporate Plan.
R.03	Cultural challenges associated with new ways of working, the use of technology and the desire for customised local solutions	<ul style="list-style-type: none"> • Alignment with the sectoral policy on Blended Working in the Local Authority Sector will ensure the users concerns and queries are addressed and support the delivery of common objectives/aims • With the introduction of new ICT projects or technologies - ensure appropriate skills, support and training is in place to empower employees to deal with ICT changes.

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Risk #	Key Risk	Mitigations
R.04	Constantly evolving threats of Cyber Security	<ul style="list-style-type: none"> • Our approach for mitigating the risks is covered in our Information Security Policy and associated procedures.
R.05	<p>Delivery capacity</p> <p>The ICT department has identified the requisite ICT staff numbers required to facilitate the advancement of this digital strategy.</p> <p>However, depending on future additional ICT, Digital and BPI requirements, extra resources may be required to deliver change.</p> <p>The risk is that the ICT department may be unable to create the delivery capacity needed.</p>	<ul style="list-style-type: none"> • As the Council establishes any transformation programmes, it must adequately define the resource requirements and provide the ICT department with the capacity to deliver. • Given the volume and complexity of transformation required, the Council could use a combination of internal and external sourcing strategies to meet demand. • The Council will also continue to engage with sector wide apprentice programmes such as the ICT Associate Software Developer, ICT Associate Network Engineer and ICT Cybersecurity Specialist schemes. Such schemes provide the apprentice relevant experience applicable to their career choice and can provide the Council with, for example, an update\viewpoint on best practices from the relevant apprenticeship disciplines.

List of Abbreviations\Definitions

AFI	Age Friendly Ireland
AFM	Age Friendly Meath
AI	Artificial Intelligence
ALL	Adult Literacy for Life
BBO	Broadband Officer
BCP	Broadband Connection Point
BPI	Business Process Improvement
BVT	Boyne Valley Tourism
COMREG	Communications Regulator
CRM	Customer Relationship Management
CRO	Company Registration Office
CSO	Central Statistics Office
DCU	Dublin City University
DECC	Department of Environment, Climate and Communications
DESI	Digital Economy and Society Index
Digital Transformation	Digital Transformation is the reinvention of an organisation through the use of digital technology to improve the way it performs and serves its constituents.
DoE	Department of Education
DRCD	Department of Rural and Community Development
ED	Economic Development, Department in Meath County Council
EI	Enterprise Ireland
EU	European Union
FME	Feature Manipulation Engine
FTTH	Fibre to the Home
FOTP	Fibre to the Premises
GDPR	General Data Protection Regulation
GIS	Graphical Information System
HR	Human Resources
ICT	Information and Communication Technology
IS	Information Systems, Department in Meath County Council

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ISP	Internet Service Provider
KPI	Key Performance Indicator
LA	Local Authority
LCDC	Local Economic Development Committee
LECP	Local Economic and Community Plan
LEO	Local Enterprise Office
LGMA	Local Government Management Agency
LMETB	Louth Meath Education & Training Board
MANs	Metropolitan Area Network
MCC	Meath County Council
MD	Municipal District
MTU	Munster Technological University
NBP	National Broadband Plan
PPN	Public Participation Network
PR	Public Relations
QR Code	Quick Response Code
R&D	Research and Development
RMO	Roads Management Office
ROL	Road Opening Licences
RSP	Retail Service Providers
SMEs	Small & Medium Enterprises
SMT	Senior Management Team
SPC	Strategic Policy Committee
STEAM	Science, Technology, Engineering, Art & Mathematics
TCD	Trinity College Dublin
TCF	Town Centre First, Team within Meath County Council
Telcos	Telecommunications Companies
TII	Transport Infrastructure Ireland
UX	User Experience
VHCN	Very High-Capacity Networks
WIFI	a wireless networking technology that uses radio waves to provide wireless high-speed internet access

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Notes



comhairle chontae na mí
meath county council