



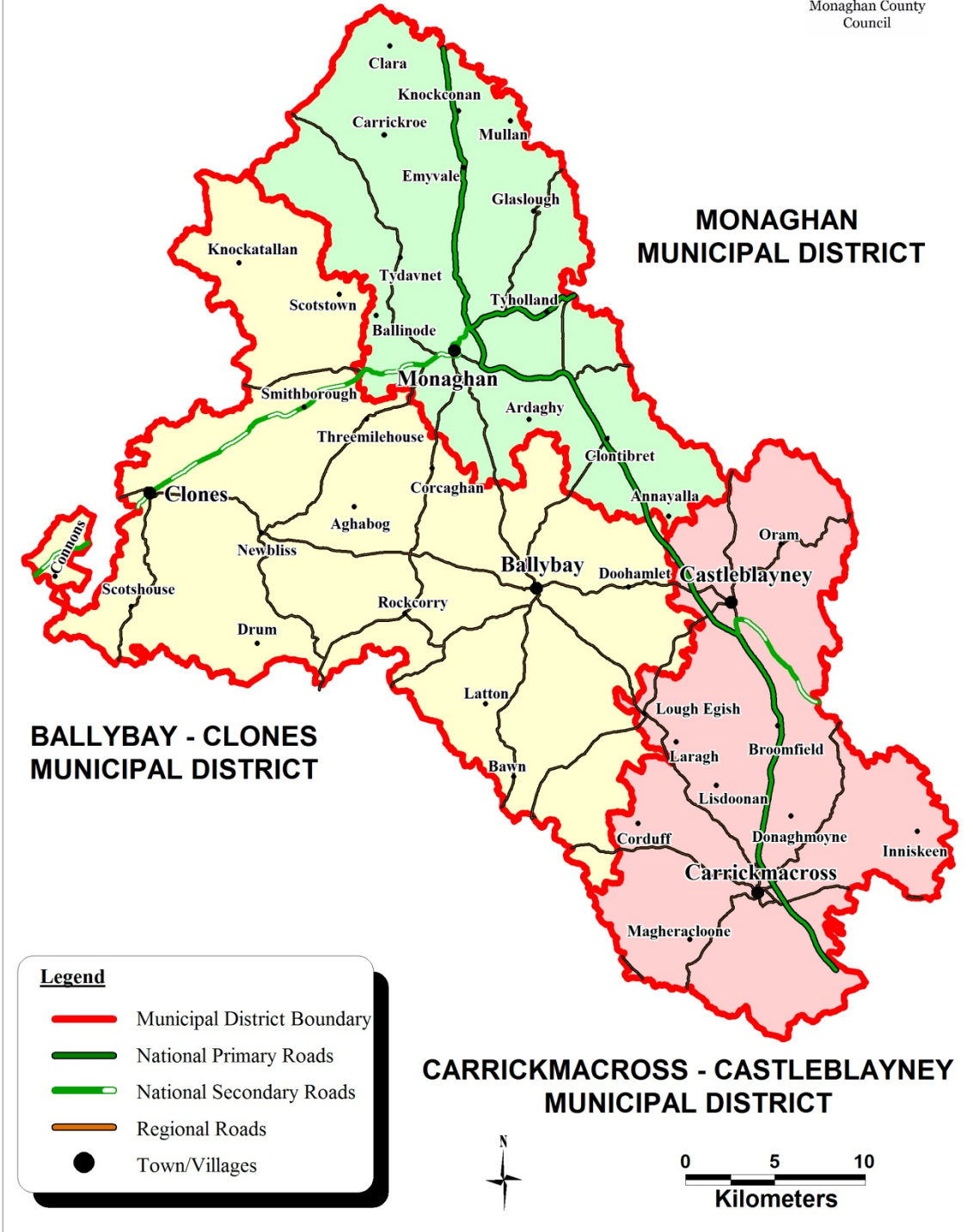
## Monaghan County Council Corporate Plan 2015 – 2019

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# Municipal Districts in County Monaghan





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## Foreword by Cathaoirleach

The Corporate Plan is the central document which will guide our work and business over the next five years. The new plan, for the current Council term, takes on an added significance in the context of the major reform which has been taking place in Local Government and in particular the new roles and responsibilities delegated to Local Authorities.

These include Economic Development and Enterprise support, greater involvement in community and local development, the undertaking of functions on behalf of other sections and performing a co-ordination and leadership role locally.

Our success in delivery on these new opportunities will require us to operate as effectively as possible, achieve the highest standards of performance and provide the best possible quality of service and responsiveness to customers, citizens and taxpayers.

The Corporate Plan has been developed following a broad consultation process involving a range of stakeholders including the Elected Members the Council employees and various extended stakeholders. The input of all is welcome and acknowledged.

The Local Authority remain the “arm” of Government close to the people. The spirit and drive of our local community provide a sound basis to build for the future. Monaghan County Council is committed to working alongside its communities, stakeholders and key partner agencies for the benefit of the people who live, work and invest in our county.

Cllr. Pdraig McNally,  
Cathaoirleach, Monaghan County Council





## Foreword by Chief Executive

Our Corporate Plan is our map for the new council term 2015-2019. It sets out the direction and the actions required of all relevant stakeholders who will be involved directly or indirectly in growing and bringing our County to a better place in a defined period.

The Plan has taken due regard of the various internal and external influencing factors, the limitations on resources, the strengths and capacities of staff and the challenges and potential opportunity confronting the organisation. Above all it recognises the democratic process and the pre-eminent role of the Elected Members to lead our communities to a better place, where economic and community activity is the norm rather than the exception.

The Local Government Reform Act 2014 has set a new direction for Local Government in the areas of supporting businesses, re-engaging with communities and building a new ethos of collaboration. This new role necessitated the total restructuring of the Organisation and the repositioning of staff with a new focus on community and economic activity.

This Corporate Plan, with its very clear and unambiguous Mission Statement and Strategic Objectives sets the framework for future plans and actions. It will clearly inform, guide and direct staff and Elected Members. It will also demonstrate to citizens and stakeholders that we are clear on where we are going and more importantly that we accept and are willing to be judged on our success or otherwise.

The Corporate Plan will inform Annual Service Delivery Plans, Operational Plans and Personal Development Plans, and will be managed by a new integrated management system across the organisation, known as MonaghanStat.

I would like to thank all those who took part in the process, for their honest and sincere inputs that make this Corporate Plan unique to Monaghan County Council.

Eugene Cummins,  
Chief Executive, Monaghan County Council.



## Vision

Monaghan County Council acting on its broader remit and local leadership role is making a significant difference in supporting the expansion of existing businesses, creating new enterprise and increasing local employment opportunities.

The Council's open and transparent approach helps maximise operational efficiency, prioritise inclusive and accessible services to citizens, and continuously review value for money in service provision in order to deliver a broader range of services that promote the well-being and quality of life of citizens and communities within the county.

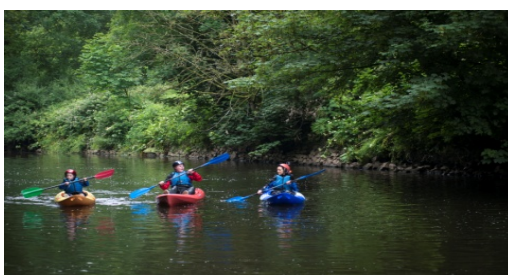
The move to devolve greater decision-making to local level and give Elected Representatives and communities more control over a broader range of issues means the council is more responsive to local needs and circumstances and enables stakeholders solve problems at local level. This is enhancing the Council's role in developing sustainable communities, improved community identity and is contributing to the effectiveness and credibility of democratic representation.

Overall Monaghan is a much better place in which to live, work and visit.



## Mission Statement

*Monaghan County Council maximises and drives economic, community and cultural development within our county and provides high quality sustainable public services and infrastructure. We do this in an open inclusive manner in partnership with our stakeholders.*





## Preparation and Consultation Process

This Corporate Plan was prepared following consultation with staff, elected representatives, community representatives and members of the public. An on-line survey was carried out in November 2014 which sought feedback on how citizens viewed the quality of service currently being delivered by Monaghan County Council. The survey also sought the views of the Council's stakeholders on what they considered should be the main priorities for Monaghan County Council over the next five years. The online survey was advertised in local papers and on the Council's website. Notification of the survey was also circulated to members of staff, elected members and hard copies were distributed to the libraries, municipal district offices and through the community forum network.

Of those who participated in the online survey over 48% were members of the public, 46% were staff members and 6% elected members. The results of the survey were published on the Council's website and intranet. The feedback and opinions collected have been taken into account in forming this Plan.

An internal cross-department group was formed to assist in drafting the Corporate Plan. This group met over a number of occasions in November and December 2014 to draft the main elements of the plan which were then presented to the Management Team for discussion. Commencing late November and running up until Christmas 2014, sections within the Council held workshops to involve staff in developing supporting strategies to achieve the strategic objectives outlined in the plan. Arising from these workshops any relevant performance baseline measurements were also considered. As part of the consultation process information sessions were also held in each of the Municipal Districts for all staff including new gateway staff.

At the January monthly meeting of Monaghan County Council permission was sought from the elected members to extend the timescale for the preparation and adoption of the Monaghan County Council Corporate Plan to the March monthly meeting. The draft Corporate Plan was presented to the Corporate Policy Group prior to this meeting for their approval. A presentation was also made to each of the Strategic Policy Committees in the month of January, 2014. On receiving full Council approval of the Corporate Plan the public were notified and the Corporate Plan 2015-2019 has been adopted and is now published on the Council's website.

### Cross-Cutting Themes

This Corporate Plan takes account of relevant policies and objectives set out in other local authority statutory plans, statements and strategies. A number of cross-cutting themes from these documents have been taken into account in producing the analysis of our environment and in developing the strategic objectives and supporting strategies. They are also reflected in the actions detailed in the Annual Service Delivery Plans. In particular, issues of:

1. Social inclusion to enable everyone – especially the marginalised – to participate in local decision making;
2. Meaningful citizen and community engagement, participation in identifying priorities and shaping local communities through LCDC's (Local Community Development Committees) including voluntary activity and active citizenship;



3. Inter-agency co-operation and working to achieve successful outcomes for communities;
4. Promotion of economic development and job creation;
5. The integration of sustainable development considerations;
6. Having a clear focus on making the best use of available resources and achieving the best value-for-money possible from these resources;
7. Consideration of environmental issues.

Other issues emerged from the consultation work with the public were also taken into account.

The top six priorities outlined in the online survey for the County of Monaghan were as follows:

1. Support local enterprise and employment;
2. Promote Monaghan as a good place to live in and do business;
3. Provide adequate housing for those in need and maintain existing housing units to a high standard;
4. Promote Monaghan as a good place to visit;
5. Provide a clean and litter free county;
6. Address the issue of unfinished housing developments within the county.





## Analysis of our External Environment / Operating Environment

### Introduction

Both the external and internal operating environments have changed significantly within the past number of years for local government in Ireland. The measures outlined in the Government's *Action Programme for Local Government*, which have been subsequently given legal effect by the *Local Government Reform Act 2014* (the 2014 Act), provide for the most far-reaching changes in Irish local government since the current system was established in 1898. These changes embrace all the key aspects of local government - structures, functions, governance, operating efficiency and funding; all of which are central components of the Corporate Plan.

The reforms now being implemented will contribute towards realisation of the vision for local government that is set out in the Action Programme and will be the main vehicle of governance and public service at local level – leading economic, social and community development, delivering efficient and good value services, and representing citizens and communities, as effectively and accountably as possible.

### EU and National Context

Local Government in Ireland is operating in a dynamic environment where change has become the norm. With an ever increasing regulatory context emerging, Monaghan County Council must change and adapt to an increasing centralised influence emerging both from the EU and the Irish Government. The various directives from the EU and European Court of Justice (ECJ) rulings, together with the various Acts of the Oireachtas, Regulations, Guidelines and Circulars, all provide a context within which Monaghan County Council must deliver services that meet the requirements of the aforementioned directives, legislation and regulations whilst meeting the needs of its communities and citizens. This environment provides challenges for Monaghan County Council in terms of working within a more constrained budgetary context, but also presents opportunities for doing things differently and introducing new and innovative ways of delivering public services in a more efficient and cost effective manner. There is now greater potential to look outside Ireland and across Europe to identify best practice in public service delivery and the potential of EU programmes to deliver and finance these initiatives should not be underestimated. Such initiatives will be explored throughout this plan period.

### Regional

The increasing role afforded to the regional tier of government in Ireland over recent years is in keeping with practices in EU partner countries and also underpins the principle of subsidiarity. The establishment of three new Regional Assemblies under the Local Government Act (Regional Assemblies) (Establishment) Order 2014 (SI. 573 of 2014) provides for a new and enhanced range of functions for the new assemblies that include:

1. A stronger role in economic development through the adoption of Regional Spatial and Economic Strategies;
2. A new role in linking economic development with regional and national planning through oversight of the Local Economic and Community Plans;



3. Promoting and supporting balanced regional development through EU Structural Fund Programmes (ERDF) and securing EU funding for regional and local specific projects;
4. Preparation of reports on local authority performance on behalf of the National Oversight and Audit Commission (NOAC)

Monaghan County Council now falls under the auspices of the new Northern and Western Regional Assembly (NWRA) which will provide the range of functions outlined above. An important and added dimension of the NWRA, when compared with the other two Assemblies, will be the cross border role due to its proximity with the border of Northern Ireland. This unique region, together within its constituent counties such as Monaghan, has the opportunity to draw down additional funds from the EU through Interreg and Peace programmes.

### **Shared Services**

The drive for leaner and greener products and services is now commonplace within both the public and private sectors. Through local government reform and in Monaghan County Council, there is an ever increasing appetite to improve the way we deliver our services and the local authority will continue to embrace technological aids and online options to provide services to the public in a more cost efficient and effective manner.

Shared services between local authorities in Ireland is an ongoing programme within the Council and the potential to extend this into new District Councils in Northern Ireland is further being explored, particularly in the area of economic development where Councils in Northern Ireland have a long history of service provision within Local Government. The existing level of competencies in planning within the local authority may also be beneficially shared within the new Councils in Northern Ireland as they take over planning as a new function in 2015.

### **Local**

Monaghan is a rural county with a strong tradition in Agri-food, manufacturing and engineering and boasts one of the highest rates of entrepreneur's per capita in Ireland. Its citizens are at the heart of all that is good about Monaghan. The population of County Monaghan is reflective of its neighbouring counties, and with the exception of County Louth, all other neighbouring counties have a similar urban structure which is an even distribution of medium small towns and villages. This urban structure presents challenges in terms of service provision as well as maintaining existing services. It has also been difficult to attract specialist services to the county and these are being lost to counties with stronger urban structures. On the positive side however, service provision is close to the citizen which typifies the principle of subsidiarity and gives its citizens pride and ownership of their county.

### **Relevant National, Regional and Local Strategies and Plans**

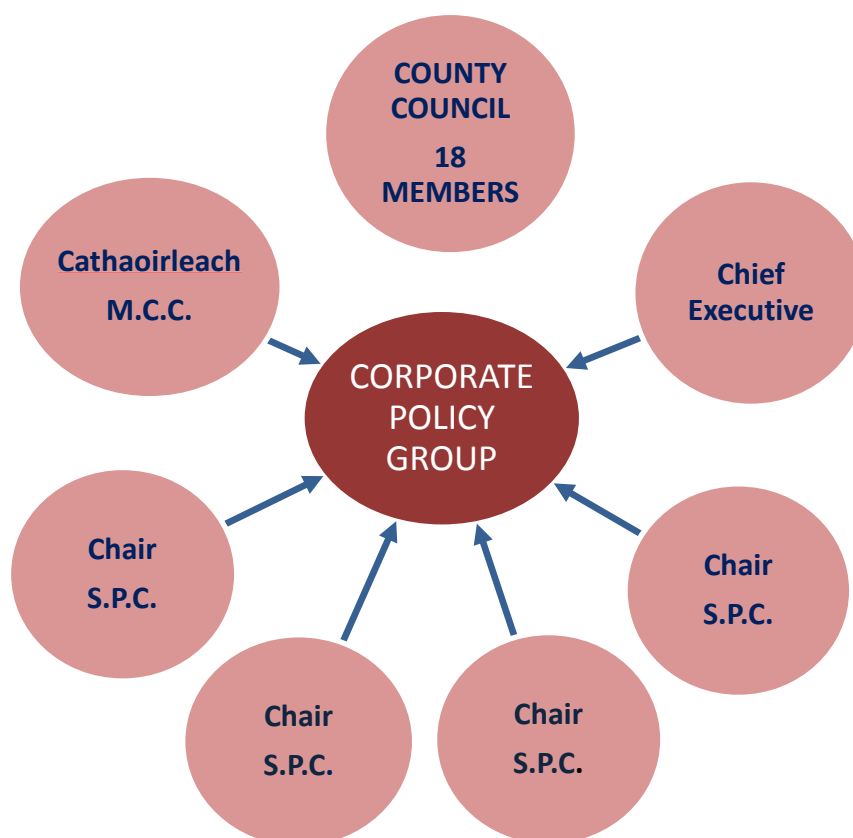
There are many national, regional and local plans and strategies which have an influence on how services are delivered by Monaghan County Council; the most important of which may be summarised in Appendix 1.

## Internal Operating Environment – Capacity and Resources

Under the Local Government Reform Act, 2014, a wider role for local government has been established. The functions of local government have been strengthened in areas such as economic development and enterprise support with an emphasis on closer involvement in community and local development. The list of services provided by Monaghan County Council is set out in Appendix 2.

The Council operates through its Elected Members who collectively act as a Board of Directors, working in partnership with the Executive, to develop and implement policy at local level. The Council is assigned specific ‘Reserved Functions’ under legislation such as the adoption of the annual budget and County Development Plan, and carries out these functions by way of resolution.

### Operating Structure - Monaghan County Council



### Municipal Districts

The Local Government Reform Act 2014 provided for the dissolution of the five Town Councils in County Monaghan and the establishment of three new Municipal Districts from 1st June, 2014. The number of elected representatives has been reduced from sixty-five to eighteen, six representing each of the three Municipal Districts. The names of the Elected Members for each of the Municipal Districts are set out in Appendix 3. Reserved functions are now exercisable by members at two levels. Some functions remain reserved for the County Council; other functions will be performed at Municipal District level.



## **Staff**

Monaghan County Council has carried out a major staff restructuring as a consequence of the dissolution of the Town Council's and the establishment of the Municipal Districts. This followed a reduction in overall staffing levels in the local authority by 25% since 2008. An assessment of training needs for 2015 is currently underway and will be ongoing throughout the life of the Corporate Plan.

## **Shared Services and Resources**

In November 2014, some aspects of the payroll function moved from the Finance Section to 'My Pay', the Local Government Payroll Shared Service, in line with the objective of the Public Service Reform Plan to consolidate transactional payroll activities nationally. This may allow for some re-alignment of responsibilities internally, however much preliminary administrative payroll work remains with the Council.

The changes introduced by the Local Government Reform Act 2014, and in particular the abolition of the Town Councils, will have significant effects on financial processes in the lifetime of this Plan. These changes should streamline the preparation of budgets, financial monitoring and control, and preparation of financial statements and reports.

## **Water Services**

On the 1<sup>st</sup> of January 2014, Irish Water assumed responsibility for water and wastewater services to homes and businesses connected to a public water supply. Monaghan County Council provides certain services on behalf of Irish Water through a Service Level Agreement.

## **Local Community Development Committees**

Local Community Development Committees (LCDC) have been established under the Local Government Reform Act, 2014 as the County Development Boards were dissolved. LCDC's bring together local communities, public sector bodies, the voluntary sector and Elected Members to address the strategic concerns of their county under the leadership of local government *"for the purposes of developing, coordinating and implementing a coherent and integrated approach to local and community development"*.

## **Local Enterprise Offices (LEOs)**

Following the dissolution of the County and City Enterprise Boards, 31 Local Enterprise Offices (LEOs) are being established aimed at delivering improved supports, in better location, to more businesses. The LEO's will ultimately create more jobs through a network of one stop shop services across the country.

The LEOs will draw and build on the successful County Enterprise Boards (CEB) and for the first time will bring together in a structured and coherent manner the skills, experience and resources of Enterprise Ireland, the CEBs and the Local Authorities to micro and small businesses.



## Our Core Values

*Key principles that underpin and guide our actions*

Ethical and Accountable	We provide strong Governance. We are open to scrutiny and transparent in our dealings with stakeholders.
Customer Focus	We provide a public service that has a strong customer and citizen focus. Our Staff are responsive. We are fair, honest and impartial. We treat all Individuals respectfully and are aware of those with specific needs and instil an ethos of Age Friendliness within the organisation.
Professional and Innovative Approach	We are professional, and competent. We embrace new technologies; we are innovative and progressive in the design and delivery of our services.
Clear Leadership	As the primary public representative body in the county we provide clear direction in economic social and community development. We engage and consult with our stakeholders in the decisions that affect them. We encourage and facilitate active communities. We are pro-active in identifying and delivering on opportunities. We make things happen.



## Strategic Objectives

This Corporate Plan - underpinned by our Core Values - proposes eight Strategic Objectives which will deliver our Mission and ensure the improvement of Council services and infrastructure over the period of the Plan 2015 - 2019. For each Strategic Objective we have identified a number of supporting strategies, for which actions and activities will be identified by relevant Departments in their Annual Service Delivery Plans.

**1 The organisation, managed through strong leadership, good governance and democratic accountability will fulfil its mission in an open, honest and transparent manner.**

### Supporting Strategies

1. Support the Elected Members, Corporate Policy Group and Strategic Policy Committees, Joint Policing Committee and other committees as prescribed by legislation, in their leadership and representative role to ensure democratic accountability and effective governance. Develop a common understanding of Council role in economic development and how it can be delivered.
2. Prepare and implement a Corporate Governance Strategy for Monaghan County Council.
3. Maintain and improve service delivery systems to ensure compliance with legislative and statutory obligations.
4. Provide strong leadership and create greater levels of accountability and responsibility at all grades within Monaghan County Council through implementing MonaghanStat.
5. Develop and implement appropriate policies, procedures and internal audit mechanisms to ensure standards of organisational performance are in line with corporate governance and best practice and are applied consistently across the organisation.
6. Prepare and implement a Customer Care Policy based on Customer Relationship Management System.
7. Develop and implement an Organisational Communications Strategy to manage PR, promote open information and ensure the appropriate and effective use of Social Media.



**2 Promote and protect a clean safe environment in a manner which is viable and sustainable.**

**Supporting Strategies**

1. Seek to ensure that every household will have access to secure, good quality housing suited to their needs at an affordable price in a sustainable community.
2. Protect and enhance our environment by implementing a Biodiversity Plan and the five year Heritage Plan for Monaghan County.
3. Implement the Connacht/Ulster Regional Waste Management Plan.
4. Promote the sustainable use of energy by assisting Monaghan County Council and local communities in reducing their energy consumption in line with national targets.
5. Develop and provide environmental education and training programmes.
6. Develop strategies to strive towards meeting objectives of the Water Framework Directive to improve Monaghan County's water quality status.
7. Implement the policies of the County Development Plan.
8. Prepare, adopt and implement a fire and emergency Operational Plan for County Monaghan in accordance with Keeping Communities Safe (KCS), the framework document published by the National Directorate for Fire and Emergency Services.
9. Prepare, adopt and implement a Community Fire Safety Strategy for County Monaghan.
10. Develop and implement a Building Control Inspection Plan in accordance with CCMA guidance to improve the standard of building construction in County Monaghan.
11. Develop and implement a Civil Defence response strategy.





**3 Provide support to the Business Community to stimulate growth, encourage start-up's, maximise job creation and improve competitiveness.**

**Supporting Strategies**

1. Develop a strategy to promote entrepreneurship, foster business start-up and develop existing business including those sectors with significant export potential.
2. Deliver on Monaghan County Council's Tourism Strategy in partnership with stakeholders.
3. Promote the Local Enterprise Office as a 'One Stop Shop' to meet the needs of small businesses in the County.
4. Develop a strategy to attract public and private investment.
5. Devise a strategy to improve the quality and diversity of employment in the County.
6. Foster linkages with Cavan Monaghan ETB and other higher education institutions to develop courses and apprenticeships relevant to present and future industrial needs.
7. Improve competitiveness of the County through low commercial rates, agreed payment plans, advice on procurement, effective use of ICT, energy consumption, use of e-finance and LVP cards.
8. Develop a brand image for the County which will assist in maximising investment and development potential.



**4 Ensure that everyone in our Community has an opportunity to become actively engaged in shaping the future development of the County.**

**Supporting Strategies**

1. Lead economic, social, cultural and sustainable development in the County by facilitating partnership and co-operation among Local Government, Local Development, Statutory Bodies, Community and Social Partnership.
2. Facilitate and support the work of the Local Community Development Committee.
3. Lead and manage Economic, Social and Community Development Programmes.
4. Support the Local Community Sector in developing local initiatives ranging from community facilities to community enterprise.
5. Lead the promotion and support of Social Inclusion and access to services through the review, development and implementation of strategies.
6. Support the Public Participation Networks and community participation engagement in the decision making process.
7. Ensure that young people are enabled to have a voice in their community where the Local Authority have a role – full participation in society.
8. Support the delivery of accessible information on service supports and opportunities available in the Local Authority.
9. Lead the increased participation in sports and physical activity among all sections of the community in the County.



5

**Develop and manage county Monaghan’s built and natural assets in partnership with other agencies to best utilise and promote economic, social and cultural benefit of our citizens.**

**Supporting Strategies**

1. Maintain, manage and develop Monaghan County Councils property portfolio including parks and open spaces.
2. Prioritise and progress our key infrastructure projects to facilitate economic development (including Lough Muckno, Ulster Canal, Broadband, energy, re-development of Monaghan Branch Library, etc.) and to take advantage of funding opportunities as they arise.
3. Develop Arts and Culture in Monaghan by giving greater effect to National Policies with special emphasis on engaging younger generations to become involved and aware of the benefits of Arts and Culture in self-development and education.
4. Maintain and improve the structural quality and operational use of the road infrastructure and implement safe effective network and traffic management systems.
5. Develop and progress strategic infrastructural routes, smarter travel and sustainable transport initiatives identified in the County Development Plan and National policy documents.
6. Develop and implement a flood management strategy in partnership with key stakeholders for the maintenance and improvement of storm water infrastructure and arterial drainage districts.
7. Fulfill our obligations under the service level agreement with Irish Water.
8. Manage and implement the Rural Water programme.
9. Progress the implementation of the County Museum’s five year Strategic Management Plan.
10. Implement the Public Library National Strategy 2013 – 2017 “Opportunities for All”
11. Develop and enhance relationships with Regional Authorities to maximise the resources of the region, especially the border communities.
12. Continue to access programmes which support cross-border co-operation and develop a two way flow of people, ideas, information and experiences.
13. Maximise the potential of our towns and villages and address dereliction and vacancy.



**6 Ensure there is an appropriately resourced, skilled and motivated workforce to meet the priorities and objectives of the organisation.**

**Supporting Strategies - Implement the HR Strategy including;**

1. Develop a workforce that is equipped with the skills and competencies to meet the challenges of our evolving work environment.
2. Implement staff development strategies through training and development, induction, probation, performance management, attendance management and leadership development.
3. Create an equitable, consultative and supportive working environment, including good internal communications, equality and diversity, and flexible working arrangements.
4. Create a positive and safe working environment including good employee relations, agreed HR policies and procedures, and good health, safety and welfare practices.

**7 Provide appropriate resources combined with agile information systems aligned to the organisation's strategy and requirements.**

**Supporting Strategies**

1. Provide a modern and secure ICT infrastructure which complies with industry standards and best practice.
2. Develop and implement a product replacement programme.
3. Provide Wi-Fi facilities for public access to the internet.
4. Improve and expand our customer on-line services.
5. Develop a mobile applications plan.
6. Develop a data management strategy which complies with the relevant Data Protection legislation.
7. Develop an Open Data Plan in line with Government initiatives.
8. Establish and lead a cross departmental panel to assess and approve all IT business requests.
9. Continue to provide high quality technical support to all our customers.
10. Continue to develop and enhance Geographical Information Systems.
11. Seek to maximise the financial resources available to the organisation



**8 Develop and implement sound financial, management and control systems to enable organisational and operational efficiency.**

**Supporting Strategies**

1. Develop an asset management strategy.
2. Adopt a co-ordinated approach to ensure financial control is implemented consistently and effectively across the whole organisation.
3. Ensure that Financial Management and Control Systems are up to date and have the necessary functional capacity.
4. Maintain a financial accounting and management framework that is consistent with the objectives established for the public sector by the government and consistent with the accounting code of practice.
5. Develop and implement strategies to achieve effective procurement that delivers value for money.
6. Ensure regular monitoring of budgets, follow-up on exceptions, and timely reporting in all relevant areas.
7. Ensure that all payroll and suppliers are paid promptly and in compliance with both legal and regulatory obligations and internal control procedures.



## Implementation and Monitoring of the Plan

### MonaghanStat - Leadership Strategy

Monaghan County Council will use an organisation wide Leadership Strategy called *MonaghanStat* as a means of monitoring and evaluating how well the Mission and Strategic Objectives are being achieved. *MonaghanStat* is based on Bob Behn's '*PerformanceStat*' leadership strategy widely used within public service agencies in the U.S. and Europe. *MonaghanStat* allows the integration of the corporate planning process, the people and performance management systems (PMDS), and formal and informal communication and reporting systems (as well as producing the Chief Executive's monthly report) and departmental or section reports. All these various efforts will be driven, managed, monitored, and evaluated by employing the *MonaghanStat* Leadership Strategy within the County Council.

### Developing Plans

Every year each department will be fully involved in developing Annual Service Delivery Plans to ensure the achievement of the Strategic Objectives in the Corporate Plan. Baseline Performance Measures will be developed for these Strategic Objectives and used in reporting outcomes against the targets.

### MonaghanStat Leadership Strategy – Review Meetings and Reporting

Achievement of Strategic Objectives set out in the Corporate Plan will only come about through continuous follow-up and review of the performance of those charged with delivering the outcomes. Using the *MonaghanStat* leadership strategy, once the Corporate Plan, the Annual Service Delivery Plans (produced by the Directorates) and Operational Plans (produced by Line Managers) have been drafted, all departments or sections will hold regular review meetings – *MonaghanStat* meetings – to ensure ongoing review of performance, adjustment of plans and setting the next stage targets or actions.

These regular review meetings will be run by senior managers on a section by section basis where performance (statistics and qualitative reports) will be reported against baseline performance targets. The process develops commitment to results and maintains a relentlessly performance driven focus and continuous follow-up for all targets set. The Local Authority Annual Report will report on and review the implementation of the Corporate Plan through a summary progress report. The Chief Executive's monthly report will report as required under legislation. Both reports will include key statistics / data and achievements against baseline performance measures as reported through the *MonaghanStat* meetings held within each department or section.

### Adaptation and review of the corporate plan

Adaptation and review of the Corporate Plan will also take place on a continuous basis through *MonaghanStat* meetings and debate and discussion at those meetings. Any changes required to the Corporate Plan will be reflected in subsequent Annual Service Delivery Plans.



## Appendix 1 – List of Relevant Strategies and Plans

The following Strategies and Plans were taken into consideration when drafting and developing this Corporate Plan.

### National/EU

1. Role of the local authority in progressing and playing its part in existing relevant national policies and existing/future national partnership agreements
2. Infrastructure and Capital Investment Programme and associated strategies (e.g. Health Strategy, Childcare Strategy, National Anti-Poverty Strategy)
3. The European Spatial Development Perspective 1999
4. Sustainable Development – A Strategy for Ireland (1996)
5. National Spatial Strategy 2002 – 2020 (Department of the Environment, Heritage and Local Government)
6. Infrastructure and Capital Investment 2012- 2016, Medium Term Exchequer Framework (Department of Public Expenditure and Reform)
7. Planning Guidance Documents issued under section 28 of the Planning and Development Act 2000 as amended
8. National Spatial Strategy (NSS)
9. Homelessness Policy Statement 2013
10. Traveller Accommodation Programme 2014-2018
11. Keeping Communities Safe – Fire Services Framework
12. National Climate Change Adaptation Framework
13. National Disability Strategy
14. National Housing Strategy for People with a Disability 2011-2016
15. Social Housing Strategy
16. Action Programme for Effective Local Government
17. Implementation Plan on the State’s Response to Homelessness
18. Medium-Term Economic Strategy 2014-2020, Action Plan for Jobs, Construction 2020
19. Our Sustainable Future – A Framework for Sustainable Development for Ireland
20. National Policy Framework for Children 2014-2020
21. Smarter Travel Programme
22. Multi-Annual National Control Plan (MANCP) for the organisation of official food controls
23. Water Framework Directive (EU)
24. The Nitrates Action Plan (DECLG)
25. EPA Strategic Plan 2011 -2 2015
26. A Resource Opportunity. Waste Management Policy in Ireland.



## Regional

1. Southern, Connacht/Ulster, Eastern/Midlands Regional Assembly Operational Programmes
2. Regional Planning Guidelines & Regional Spatial and Economic Strategies Other Local Authorities Best Practice
3. Regional Planning Guidelines 2010 - 2022 (Border Regional Authority)
4. The Regional Indicators Report – Monitoring Framework for the Implementation of the Regional Planning Guidelines
5. The relevant Regional Waste Management Plan
6. Strategy Plans of other Regional Bodies, e.g. HSE, Garda Síochána
7. River Basin Management Plans (for the Neagh-Bann and North Western River Basin Districts) 2010 – 2015
8. Integrated Catchment Management – new approach involving Public Participation (EPA led, due 2015)

## Local

1. Local Community Development Committee Plan
2. Development Plans of adjoining Planning Authorities
3. County/ City Development Plan
4. Sustainable Development
5. Local Development Agency Plans
6. Housing Assistance Payment Programme
7. Local Enterprise Development Plans
8. PPN Well-Being Plans
9. Monaghan County Museum Strategic Management Plan 2014 -2018
10. Age Friendly plans
11. Litter Management Plan





## Appendix 2 – List of Services

Amenities

Arts, Culture and Heritage

Built Heritage

Cemeteries

Civic Participation

Civil Protection

Community Development

Economic Development

Environment: *Water, Litter, Waste Management, Veterinary Services*

Festivals & Events

Fire Services & Rescue, Building Control

Housing: *Social Housing, Tenant Liaison, Homeless Support, Social Services, Housing repairs and maintenance, Housing Grants, CAS Programme, Housing Loans, RAS, HAPS.*

Sport & Leisure facilities

Libraries

Motor Tax

Museum

Planning, *Development Management, Enforcement, Forward planning, Unfinished Housing Development*

Register of Electors

Road and Transportation, *Road Improvement Works, Road Maintenance, Winter Maintenance, Road Safety, Traffic Management.*

Tourism

Water Services

Municipal Districts of: Ballybay-Clones; Carrickmacross - Castleblayney; Monaghan.



## **Appendix 3 – List of Elected Representatives**

The following are the Elected Representatives for the County of Monaghan:

### **Ballybay-Clones Municipal District**

Cllr. Eugene Bannigan

Cllr. Cathy Bennett

Cllr. Séamus Coyle

Cllr. Hugh McElvaney

Cllr. Ciara McPhillips

Cllr. Pat Treanor

### **Carrickmacross-Castleblayney Municipal District**

Cllr. Aidan Campbell

Cllr. Colm Carthy

Cllr. Jackie Crowe

Cllr. Noel Keelan

Cllr. Pdraig McNally

Cllr. P.J. O’Hanlon

### **Monaghan Municipal District**

Cllr. Seán Conlon

Cllr. Paudge Connolly

Cllr. Robbie Gallagher

Cllr. David Maxwell

Cllr. Brian McKenna

Cllr. Seamus Treanor



## Appendix 4 – Baseline Performance Measures

The purpose of identifying relevant baseline measures is to establish a common and accepted baseline of high level, outcome-focused data, against which performance is measured across all local authorities. Baseline measures in this Corporate Plan are as follows:

<p>S.P.C. and C.P.G.'s are fully operational and are effectively achieving strategic objectives set out in the Corporate Plan.</p> <p>Implement Inspections/Registers/Monitoring/Reporting/Licensing requirements for Water, Waste, Litter &amp; Vet Services</p> <p>Implement Policy for Water / Waste / Litter /Vet Services Enforcement &amp; complaints (invasive species)</p>
<p>Implement targets of Water Framework Directive</p> <p>Improve Monaghan County's Water Quality Status</p> <p>Implement Integrated Catchment Management Plans</p> <p>Implement targets of the Regional Waste Management Plan</p> <p>Improve Recycling facilities/Scotch Corner Landfill Plan</p> <p>Implement targets of the Litter Management Plan</p> <p>Meet National and European requirements set by NEAAP to reduce energy usage by 33% by 2020.</p> <p>Annual National Performance Indicators for Housing.</p>
<p>Employment and unemployment figures</p> <p>New Business Start-ups</p> <p>Number of businesses engaging with Local Authority via LEO (training/advice/signposting etc.)</p> <p>New client progressions to Enterprise Ireland portfolio (growth and export indicator)</p> <p>Growth in rates base</p> <p>New Infrastructural projects undertaken/finance secured for.</p>
<p>There are sixteen performance indicators for water services in Monaghan County Council. The first six of these indicators are set out by the Commissioner for Energy Regulation (CER) in the Irish Water handbook. These are included in the Annual Service Plan 2015.</p>
<p>Recruitment Report</p> <p>Training/Service indicators</p> <p>Report on Returns/Increments/Work sharing/Fire Service etc.</p> <p>Haddington Road Agreement update</p> <p>Gateway update</p> <p>Update on Graduate Scheme</p> <p>Public Service Sick Leave Scheme 2014 and performance indicator report</p> <p>Update on implementation of Performance Management Development System</p> <p>Equality update</p> <p>Transition to Irish Water, Shared Library Service, Shared Fire Service</p> <p>Attendance Management report</p>
<p>Quarterly Expenditure reports</p> <p>Quarterly borrowing reports</p> <p>Quarterly prompt payment reports</p> <p>Quarterly report of significant (€20k+) Purchase Orders</p> <p>Monthly financial report to members</p> <p>Quarterly General Government Balance report</p> <p>Annual National Performance Indicators.</p>



**Performance Indicators**, which have been approved by NOAC are as follows:-

**Housing (H1 to H6)**

- H1: Social Housing Stock
- H2: Housing Voids
- H3: Average Re-letting Time and Cost
- H4: Housing Maintenance Cost
- H5: Private rented sector inspections
- H6: Long-term Homeless Adults

**Roads (R1 and R2)**

- R1: Ratings in Pavement Surface Condition Index
- R2: % of motor tax transactions conducted online

**Water (W1 and W2)**

- W1: Unaccounted For Water as % of total volume of water supplied under LA schemes
- W2: % Drinking water (public and private schemes) in compliance with statutory requirements

**Waste/Environment (E1 to E5)**

- E1: Number of Licensees operating in LA Area
- E2: No./% of Households with access to a 3 bin service
- E3: No. of Waste complaints lodged with the EPA Office of Environmental Enforcement
- E4: % of other (i.e. not waste) environmental pollution complaints closed
- E5: % of LA area within the 5 levels of litter pollution

**Planning (P1 to P4)**

- P1: New Buildings Inspected
- P2: No./% of Planning decisions confirmed by *An Bord Pleanála*
- P3: % of Planning Enforcement cases closed as resolved
- P4: Cost per Capita of the Planning Service

**Fire Service (F1 to F3)**

- F1: Cost per Capita of the Fire Service
- F2: Service Mobilisation
- F3: Percentage of Attendances at Scenes

**Library/Recreation Services (L1 and L2)**

- L1: Library Visits
- L2: Cost of operating a Library Service

**Youth/Community (Y1 to Y4)**

- Y1: Participation in *Comhairle na nÓg* scheme
- Y2: No. of Gateway participants employed as % of target
- Y3: % of nominees to LCDC membership via the PPN structures from the most marginalised SICAP groups
- Y4: Number progressing to FT, PT or self-employment within 6 months of receipt of a Goal 3 employment support

**Corporate (C1 to C4)**

- C1: Total Number of WTEs
- C2: Working Days lost to Sickness
- C3: No. of page visits to LA website
- C4: Overall cost of ICT provision per WTE

**Finance (M1 and M2)**

- M1: 5 Year summary of Revenue Account balance
- M2: 5 Year summary of % collection levels for major revenue sources

**Economic Development (J1)**

- J1: No. of jobs created