

PLEAN CORPARAIDEACH

CORPORATE PLAN

2010 - 2014

Foreword

We are pleased to launch the Corporate Plan for the period 2009-2014 for Monaghan County Council. The five year period coincides with the term of the recently elected Council. It sets out the challenges facing the organisation in the medium term and how we intend to deliver our services in an increasingly difficult, ever changing social and economic environment.

Monaghan County Council provides a wide range of services that impact, not only on those who live within the county, but also on those who visit or simply pass through en route to other destinations. These services range from the provision of infrastructure, such as housing, roads and water services, to enforcement of standards, provision of grants and support for the democratic process.

Building on our Customer Care Plan for the six Local Authorities, we make every effort to ensure our services are accessible and socially inclusive. The Customer Care Plan sets out in some detail the wide range of services available from the Councils, how to access them and a process of redress.

Our proposal to deliver these services to our customers and the citizens of County Monaghan, generally, is laid out in our Corporate Plan. Set over a five year period, it allows for the programming of activities and aligns our plan with those at national level e.g. Roads and Housing. In order to ensure the effective delivery of the plan, Annual Service Plans will also be prepared by each department setting out in detail the elements of the plan to be delivered within that particular year. Service delivery is measured through a range of service indicators (Appendix 2) set both at national and local level.

The plan was prepared in conjunction with Staff, Elected Members and other stakeholders and it is important to acknowledge their input into the process.

The successful delivery of this plan requires the co-operation and support of a number of agencies from the statutory, voluntary and community sector. In anticipation of that support, we look forward to meeting the many challenges this plan presents and to seeing its full implementation over the next five years.

Declan Nelson
Monaghan County Manager



Heather Humphries
Mayor of the County of Monaghan



MEMBERS OF MONAGHAN COUNTY COUNCIL



**Padraig
McNally**



**Matt
Carthy**



**Aiden
Murray**



**Noel
Keelan**



PJ O'Hanlon



**Gary
Carville**



**Jackie
Crowe**



**Owen
Bannigan**



**John
O'Brien**



**Seamus
Coyle**



**Hugh
McElvaney**



**Pat
Treanor**



**Heather
Humphreys**



**David
Maxwell**



**Brian
McKenna**



**Sheila
McKenna**



**Séan
Conlon**



**Robbie
Gallagher**



**Paudge
Connolly**



**Seamus
Treanor**

MISSION STATEMENT

We aim to provide a quality service, responsive to changing needs, to improve the quality of life in our community by facilitating and promoting economic, social and cultural development in our county, while protecting its unique landscape and recognising its location along the border.

Our Values

We believe that the democratic process is essential to the work of local government.

We recognise the contribution that Community, Social and Voluntary groups can bring to the variety of tasks undertaken for the good of the people of our county and recognise the benefits of working in partnership with the local authorities.

We see the citizens of the local authorities in our county as our valued customers, deserving of an integrated service from the local authorities.

We are fully aware that our staff are an invaluable resource.

We are committed to facilitating and servicing a wide range of stakeholders with similar overall interests to our own.

We are committed to providing our services in an accountable, open and transparent fashion and are constantly seeking to provide value for money.

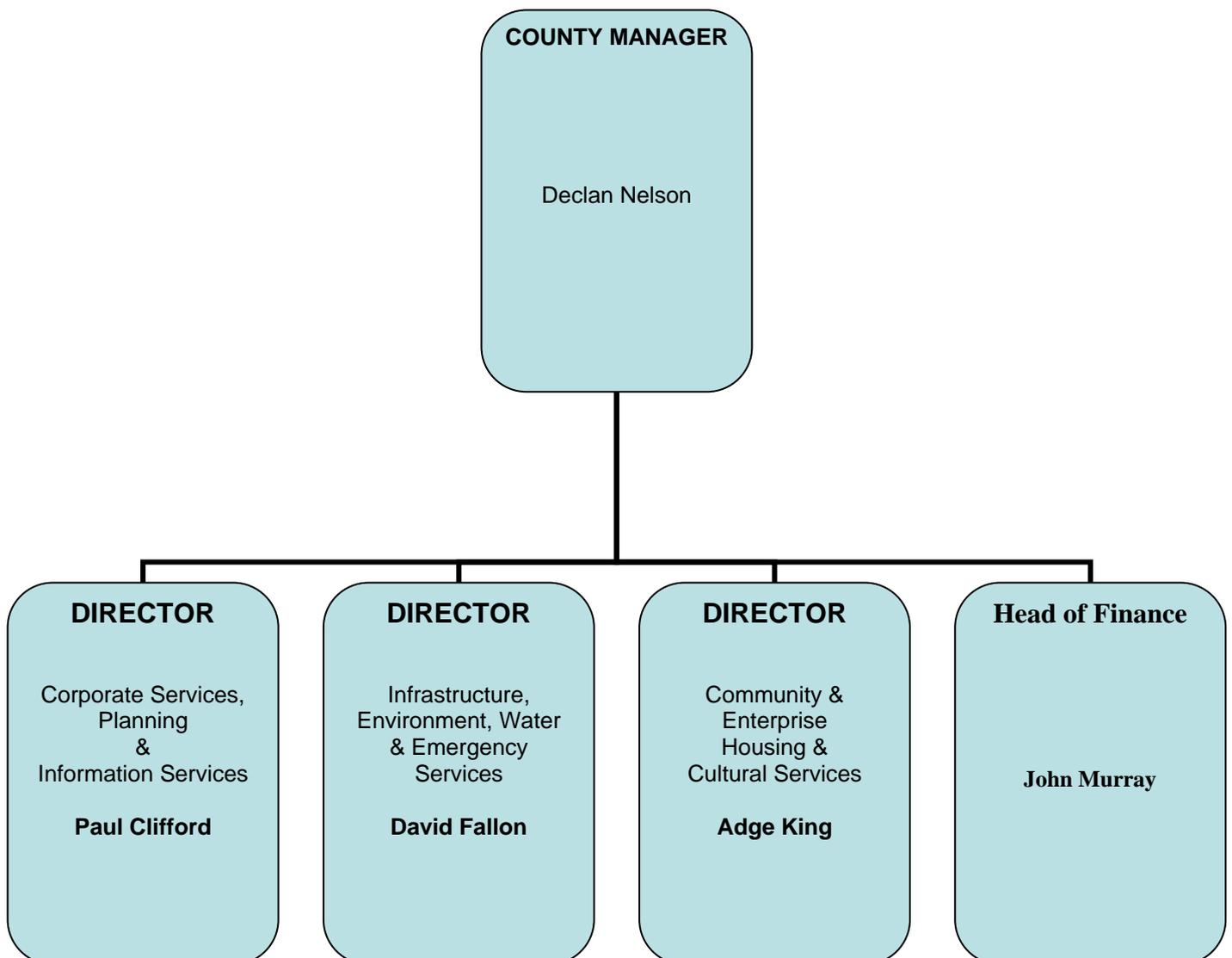
We are committed to promoting sustainable development in all our activities.

ORGANISATIONAL STRUCTURE

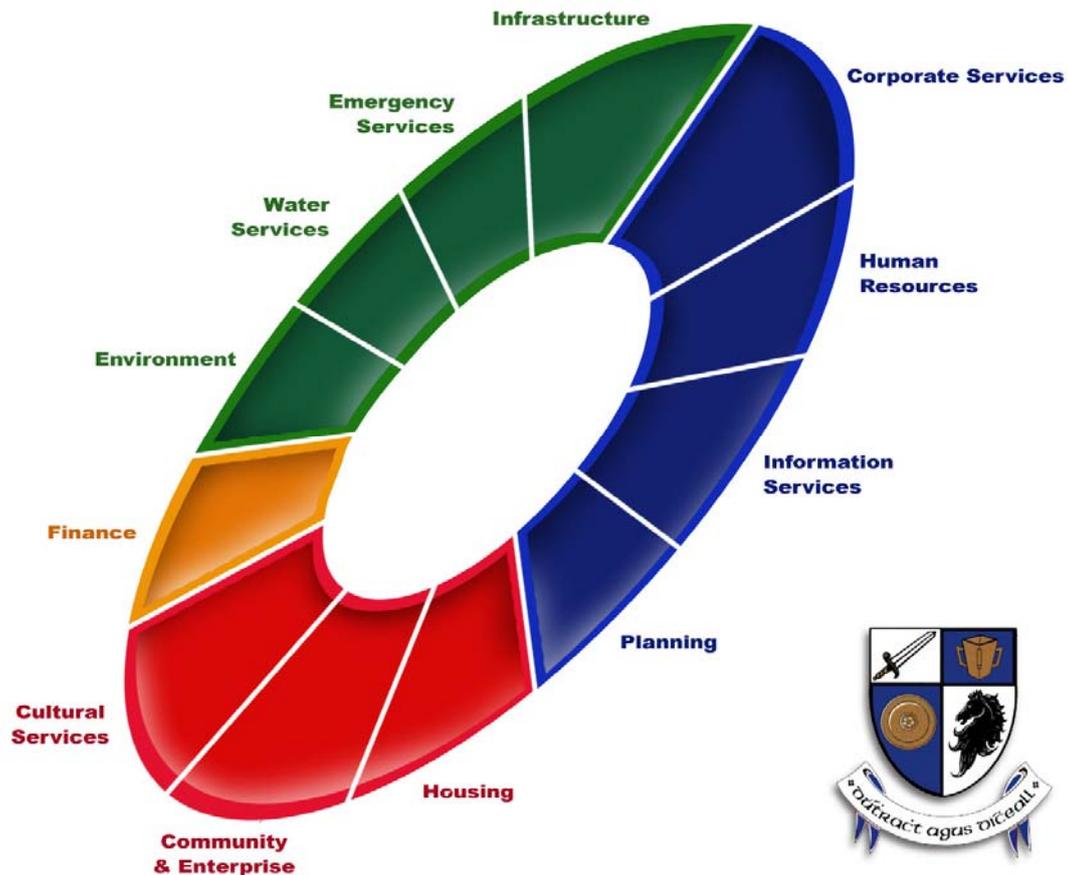
The Local Government structure in Monaghan includes the County Council and five Town Councils in Monaghan, Carrickmacross, Clones and Castleblayney and Ballybay. The names of the elected members for each of these authorities are set out in Appendix Three.

Four Strategic Policy Committees (S.P.C.) support the work of the Councils. These are made up of elected and non elected members, who deal with policy formulation in respect of their particular brief. The Corporate Policy Group, which comprises the Cathaoirleach and the Chairs of the S.P.C.'s, co-ordinates the services of each of the S.P.C.'s and directs the corporate function of the County Council.

The current staff structure is headed by the County Manager, with the sub structure consisting of both administrative and technical staff.



The Responsibilities of Monaghan County Council



Social Inclusion

Monaghan County Council aims to carry out its responsibilities in a socially inclusive manner, ensuring it offers value for money whilst proactively engaging in the public services reform agenda.

The Social Inclusion process aims to enable each individual to have equal opportunity of access to services, facilities and information and to have equality of opportunity to make decisions that affect their lives. Social exclusion is a multi-dimensional problem which requires a multi-dimensional response. Social Inclusion is a priority for

Monaghan County Council. The Council enjoys an excellent relationship with the community they serve and community development and equality underpins all the work of the county council. This principle of equality and inclusion is driven internally by the Community & Enterprise department. Monaghan County Council will continue to put in place strategies policies and actions that remove the barriers and difficulties people face when trying to access service, information and opportunities. Monaghan County Council is committed to the promotion of active citizenship.

Disability strategy

Monaghan Local Authorities are committed to our obligations under the Disability Act 2005. We are committed to creating and delivering a service that is accessible, equal and helpful to everyone living in and visiting County Monaghan. We are committed to ongoing consultation with our services users to ensure we are reaching the targets and goals we have set out within this plan and to providing a range of services that are fully accessible to everyone.

Sustainable Development

Sustainable Development and the promotion of Local Agenda 21 is a key objective of all Local Authorities in Ireland. Strategies adopted and implemented by Monaghan County Council such as the development of community fora, environmental education in local schools, public consultations on major developments and Monaghan County Heritage Forum are all in keeping with the principles of Sustainable Development and Local Agenda 21.

Climate Change

The subject of Climate Change is now firmly on the agenda of Local Authorities. In order to implement national and international policy Monaghan County Council is aware that it is obliged to implement a series of measures that will result in Green House Gas (GHG) reductions. Monaghan County Council was the second Local Authority nationally to complete Sustainable Energy Ireland's Energy Map programme. Monaghan County Council will continue to work with SEI on energy efficiency projects.

Monaghan County Council's area of influence can have a direct impact on reducing green house gases in the following:

- Monaghan County Council buildings i.e. social housing and offices
- Energy efficiency in water services
- Fleet management
- Planning control, forward planning and building control
- Waste Management
- Public Awareness through leadership at local level

Principles of Quality Customer Service

Our Customer Care Plan describes our Customer Comments/Complaints procedure and how this service may be used by members of the public. Documented below are our principles of Quality Customer Care.

Quality Service Standards - Publish a statement that outlines the nature and quality of service which customers can expect, and display it prominently at the point of service delivery.

Equality Diversity - Ensure the rights to equal treatment established by equality legislation, and accommodate diversity, so as to contribute to equality for the groups covered by the equality legislation (under the grounds of gender, marital status, family status, sexual orientation, religious belief, age, disability, race and membership of the Traveller Community). Identify and work to eliminate barriers to access to services for people experiencing poverty and social exclusion, and for those facing geographic barriers to services.

Physical Access - Provide clean, accessible public offices that ensure privacy, comply with occupational and safety standards and, as part of this, facilitate access for people with disabilities and others with specific needs.

Information - Take a proactive approach in providing information that is clear, timely and accurate, is available at all points of contact, and meets the requirements of people with specific needs. Ensure that the potential offered by Information Technology is fully availed of and that the information available on public service websites follows the guidelines on web publication. Continue the drive for simplification of rules, regulations, forms, information leaflets and procedures.

Timeliness and Courtesy - Deliver quality services with courtesy, sensitivity and the minimum delay, fostering a climate of mutual respect between provider and customer. Give contact names in all communications to ensure ease of ongoing transactions.

Complaints - Maintain a well-publicised, accessible, transparent and simple-to-use system of dealing with complaints about the quality of service provided.

Appeals - Similarly, maintain a formalised, well-publicised, accessible, transparent and simple-to-use system of appeal/review for customers who are dissatisfied with decisions in relation to services.

Consultation and Evaluation - Provide a structured approach to meaningful consultation with, and participation by, the customer in relation to the development, delivery and review of services. Ensure meaningful evaluation of service delivery.

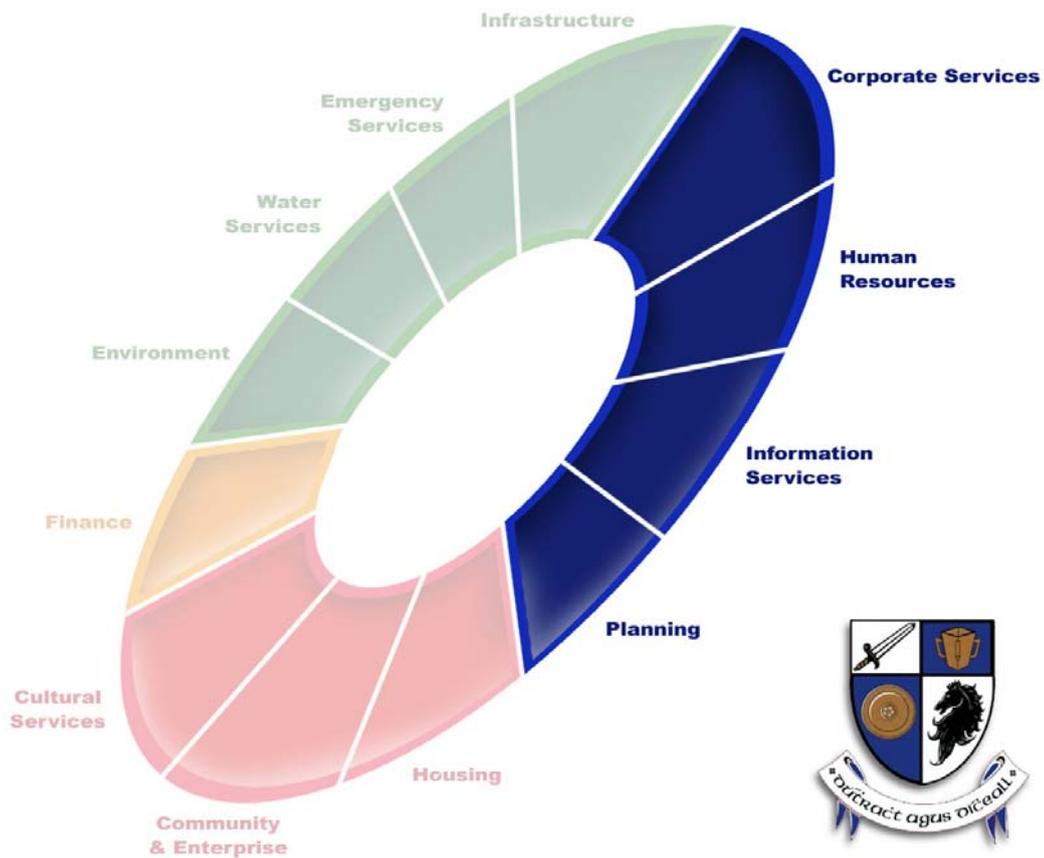
Choice - Provide choice, where feasible, in service delivery including payment methods, location and contact points, opening hours and delivery times. Use available and emerging technologies to ensure maximum access and choice, and quality of delivery.

Official Languages Equality - Provide quality services through Irish and/or bilingually and inform customers of their right to choose to be dealt with through one or other of the official languages.

Better Co-ordination — Foster a more co-ordinated and integrated approach to delivery of public services.

Internal Customer - Ensure staff are recognised as internal customers and that they are properly supported and consulted with regard to service delivery issues.

Corporate Services / Human Resources / Information Systems / Planning



Corporate Services

- Corporate Service to Elected Members
- Higher Education Grants

Human Resources

Information Services

- GIS
- Internet / Intranet

Planning

- Applications
- Enforcement

Corporate Services

STRATEGIC OBJECTIVE

To support the democratic process and to continuously improve the delivery of service by the organisation through corporate planning and assessment of performance.

Objectives:

- Provide support to the Mayor and the Elected Members of the Council.
- Implement an efficient and effective franchise system.
- Administer the Higher Education Grants Scheme in an efficient and effective manner.
- Develop and improve customer service throughout the organisation and manage National Performance Service Indicators for Monaghan Local Authorities.
- Co-ordinate the preparation and Monitor the implementation of the Corporate Plan 2009-2014.
- Implement the Freedom of Information Act in a positive manner.
- Enhance and develop the positive image of the Council.
- Maintain council property and protect its assets.
- Ensure compliance with the requirements of the Official Languages Act 2003
- Deepen the Workplace Partnership process in the organisation
- Comply with Health and Safety legislation and risk management.

Actions:

- Administer meetings and provide support to the Mayor and Elected Members
- Maintain an accurate Register of Electors.
- Process applications under the Higher Education Grants Scheme .
- Respond to customer enquiries and complaints.
- Compile national service indicators and ensure regular updating of Council web-site.

- Prepare Corporate Plan 2009-2014 and monitor progress on its implementation.
- Respond to Freedom of Information requests within the specified time frame.
- Maintain Council buildings and assets.
- Ensure efficient day to day administration of Corporate Services section.
- Ensure compliance with the requirements of The Official Languages Act 2003. Implement the Scéim Teanga Údaráis Áitiúla Mhuineacháin.
- Encourage the development of further sectional partnership committees and promote Workplace Partnership throughout the organisation.
- Promote the Health and Safety of all employees and all those affected by the activities of the organisation and foster a safety awareness culture in the organisation.

Human Resource Management

Strategic Objective

We aim to recruit and retain the best people for the organization and to provide them with the support necessary to enable them to meet the goals and objectives of the organisation

Objectives:

- Ensure that Monaghan County Council is adequately resourced with suitable staff to meet the needs of the organisation.
- Ensure that staff are trained, managed and developed to meet the needs of the organization.
- Develop a comprehensive HR Strategy and HR policies in line with best HR practice.
- Foster the principles of equality, diversity, dignity and respect in the workplace.
- Promote and support the implementation of the Performance Management Development System
- Foster Good industrial relations

Actions:

- Manage recruitment and promotion within the five Local Authorities
- Complete Department of Environment Heritage and Local Government returns
- Implement HR Payroll Superannuation System
- Monitor Attendance at work: Extend time and attendance throughout all Monaghan Local Authorities
- Monitor and update staff personal records, pay levels and superannuation
- Develop a Training Plan and renewal of staff requirements – Safe pass etc.

- Ensure Performance Management Development System is completed and linked to section Action Plans
- Engage with unions in Partnership and disputes
- Liaise with Local Government Management Services Board
- Support the management of staff and implementation of Council policies

Information Systems

Strategic Objective

To deliver and maintain through the strategic deployment of Information and Communications Technologies an efficient and quality service to all employees and customers of the Monaghan Local Authorities.

Objectives

- Provide for the information and communication needs of Monaghan Local Authorities.
- Implement Version 5.5 of Agresso Financial Management System.
- Continue development of Corporate Intranet and make same central portal for applications and document management.
- Continue development of the Council's Internet site including implementation of Content Management System.

Actions

- Carry out an assessment of I.C.T requirements across business areas and provide solutions where feasible.
- Review policies on security, communications and computer best practice
- Implement energy saving measures where possible and identify cost savings and efficiencies
- Upgrade and expand Data Communications to remote offices.
- Review and update contingency plans.
- Expand on-line payment facilities and customer enquiries.
- Support the online Library System.
- Implement online Planning initiatives.

- Support the elected members in the use of ICT for official business.
- Support the implementation of the Integrated Human Resource, payroll and Superannuation System.
- Integrate current Document Management Systems.
- Continue programme of mapping of Councils infrastructure and services and provide easy online access to this information for the public.
- Implement new internal and online GIS applications, e.g. intranet GIS application, online GIS Self Service Pre-Planning System.

Planning Department

STRATEGIC OBJECTIVES

To provide high quality and sustainable living, working and recreational environment which will meet the social and economic aspirations of the community, while conserving and protecting our existing natural and building environment. To play a lead role in the economic development of the county.

Development Management Objectives:

- Protect the natural and built environment and heritage of the county.
- Ensure that the planning system provides high quality services to the customer in relation to the efficient processing of planning applications, provision of planning advice and effective enforcement.
- Provide a planning service for the Town Councils.

Forward Planning Objectives:

- Promote sustainable economic and infrastructural development through efficient forward planning.
- Facilitate the renewal and revitalisation of both town and rural environments.

Actions:

Development Management

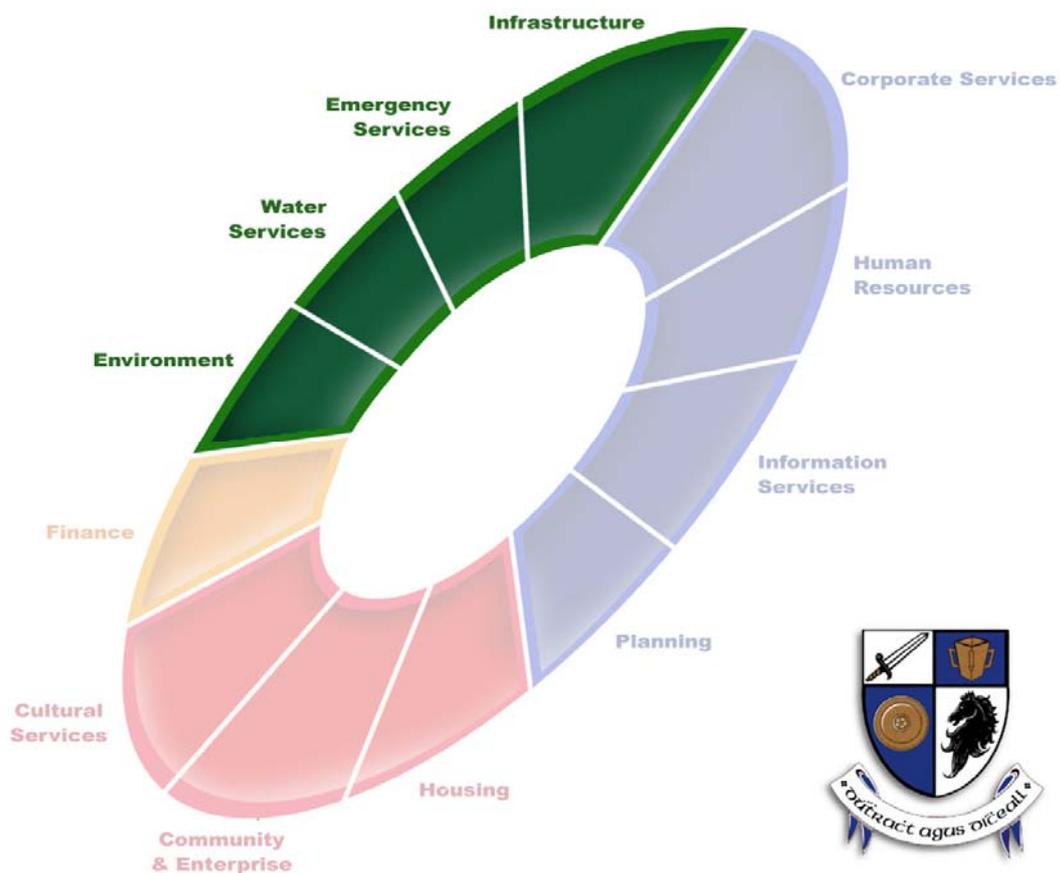
- Process planning applications objectively in an efficient and consistent manner.
- Process exempt development applications within the specified timeframe.
- Process requests for taking in charge of private developments.

- Pursue unauthorised development.
- Administer Development Contribution System.

Forward Planning

- Review and update County and Town Development Plans.
- Prepare Local Area Action Plans.
- Process variations to the County Development Plan.
- Review and update planning policy and guidance to include
 - Design Guidelines for Rural Dwellings,
 - Retail Strategy
 - Taking in Charge Guidelines
 - Development Contribution Scheme
 - Architectural Conservation Area Guidelines
 - Dispersed Rural Settlement Guidelines
 - Housing Development Guidelines
 - Licensing of Street Furniture
 - Flood Risk Assessment

Infrastructure / Emergency Services / Water Services / Environment



Infrastructure

- Road Design
- Maintenance
- Etc

Emergency Services

- Fire Services
- Civil Defence
- Etc.

Water Services

- Conservation
- Water Supply
- Etc.

Environment

- Phosphorus Team
- Veterinary Services
- Etc.

Infrastructure

Strategic Objective

To seek to protect, maintain, improve and construct the road network in County Monaghan, in the interests of safety, network efficiency social and economic development having regard to topographical, geophysical, economic and fiscal constraints

Objectives:

- Maintain and improve the National, Regional and Local road infrastructure
- Maintain and improve the regional and local road infrastructure
- Implement Government Strategy for Road Safety
- Promote Government Policy on Sustainable Transport Initiatives which includes the development of transport routes by public and private operators throughout the county.
- Provide support to Emergency Services during emergency callouts or Major Emergencies.
- Review development proposals and make recommendation to ensure the safety and efficiency of the road transport infrastructure for all road users.

Actions:

National Road Network

- Progress major road improvements to the N2 National Route from Clontibret to the Northern Ireland border at Aughnacloy in conjunction with the National Roads Authority.
- Progress the N54/N2/N12 link road
- Consult with National Roads Authority on annual pavement improvement and resurfacing works on National Road Network.

- Agree and Implement an annual winter maintenance programme with the National Roads Authority.
- Improve road safety on the national road network through the Road Safety Remedial Measures Scheme operated by the National Roads Authority
- Improve and Realign the N54 National Secondary Route (Monaghan – Clones)
- Improve and Realign the N12 National Secondary Route (Monaghan – Armagh)
- Construct N53 Ballynacarry Bridge and Approaches.
- Prohibit new access onto realigned national roads where the old national road has been reclassified or downgraded.
- Review development proposals and make recommendation to ensure the safety and efficiency of the road transport infrastructure for all road users.

Non-National Roads

- Improve Regional Road network through programmed improvements under Specific Improvement Grant funding and local funding.
- Continue improvements to the road surfaces through the Multi-annual Roads Restoration improvement Programme and surface dressing programme.
- Improve junction safety under the Low Cost Safety Improvement Scheme administered by the Department of the Environment.
- Progress the urban development roads described in the Monaghan County Development Plan 2007- 2013. Where these roads are required to service lands to encourage economic development they will be progressed in partnership with the relevant agencies and stake holders. Where roads are strategically important to the effective operation of the transport network the Council may progress these schemes having regard to legislative enactments.
- Facilitate the provision of the Dundalk to Sligo East West Route through Castleblaney, Ballybay and Clones.

Environmental and Emergency Services

Strategic Objective

To protect, conserve and enhance the environment whilst promoting sustainable development

Objectives

Implement the:

- North East Regional Waste Management Plan
- River Basin Management Plans
- Litter Management Plan
- Environmental Inspection (RMCEI) Plan
- Programme for the supervision of food businesses to ensure food produced meets required standards
- Animal disease prevention programmes
- Dog Control programme
- Water safety programme
- Climate Change Strategy

Actions

- Manage the Council's Landfill site, Materials Recovery Facilities and Recycling facilities to the highest environmental standards in a sustainable manner
- Develop and implement waste minimisation programmes
- Investigate and prosecute (where possible) all incidences of illegal dumping and littering
- Monitor Rivers, Lakes , Farms and licensed industry and investigate water pollution incidents

- Develop and Implement Source Protection Plans in co-operation with the Council's Water Services Department
- Deliver Environmental Awareness programmes to all sectors of the Community and build on inter-agency co-operation so as to avoid duplication of effort and resources.
- Foster inter-agency and cross-border co-operation
- Maximise potential for IT usage in relation to data capture
- Provide emergency response to all environmental incidents
- Promote water safety in co-operation with Irish Water safety and the Local Water safety committee
- Provide timely , humane and cost effective dog control service
- Provide training and advice to food businesses to assist them in producing safe food

Protective and Emergency Services

Strategic Objective

Implement fire safety, fire prevention and emergency response programme.

Fire Services

Objectives

- Plan for Major Emergencies and routine callouts
- Effectively police the built environment in relation to fire precautions and prevention to minimise the size and number of fires and other emergencies
- Provide the safest possible working environment for fire section staff in their dealings with the public

Actions

- Develop, maintain and continually upgrade fire fighting and rescue capabilities and examine fire hazards & water supplies for fire fighting
- Promote fire awareness, fire safety issues and advise public on fire prevention and protection.
- Prepare and review Major Emergency, Fire & Emergency Operations and contingency plans.
- Carry out training exercises in relation to the Major Emergency Plan.
- Use East Region Control Centre (ERCC) to mobilise the response for all emergency calls.
- Carry out prioritised programme of inspections using a risk based approach to fire hazards.
- Process Fire Safety Certificates in accordance with the Building Control Act.
- Inspect all premises which notify the authority under Section 24 of the Fire Services Act of their application for a licence or certificate.

- Carry out training to the highest standard required for the safety of firefighters and the public.
- Implement a programme for the provision of new fire stations and equipment.

Building Control

Objective

To have all buildings designed and constructed in such a manner that they provide an easily accessible, energy efficient and safe haven for all people who use them

Actions

- Monitor and enforce compliance with the Building Regulations
- Improve the standard of building construction in County Monaghan.

Civil Defence

Objectives

- Engage in the implementation of emergency planning in the county.
- Engage in the implementation of National Emergency Plan.
- Provide a high quality second line service.

Actions

- Partake in Major Emergency Plan exercises and training
- Partake in National Emergency Plan exercises and training.
- Prepare for role as high quality second line service by engaging in training and exercises for fire fighting, rescue, first aid and boat rescue.
- Recruit, train and maintain corps

Water Services

Strategic Objective

**To ensure that sufficient water to meet current and anticipated needs is delivered,
that it meets prescribed standards and that wastewater is managed in an environmentally sound manner**

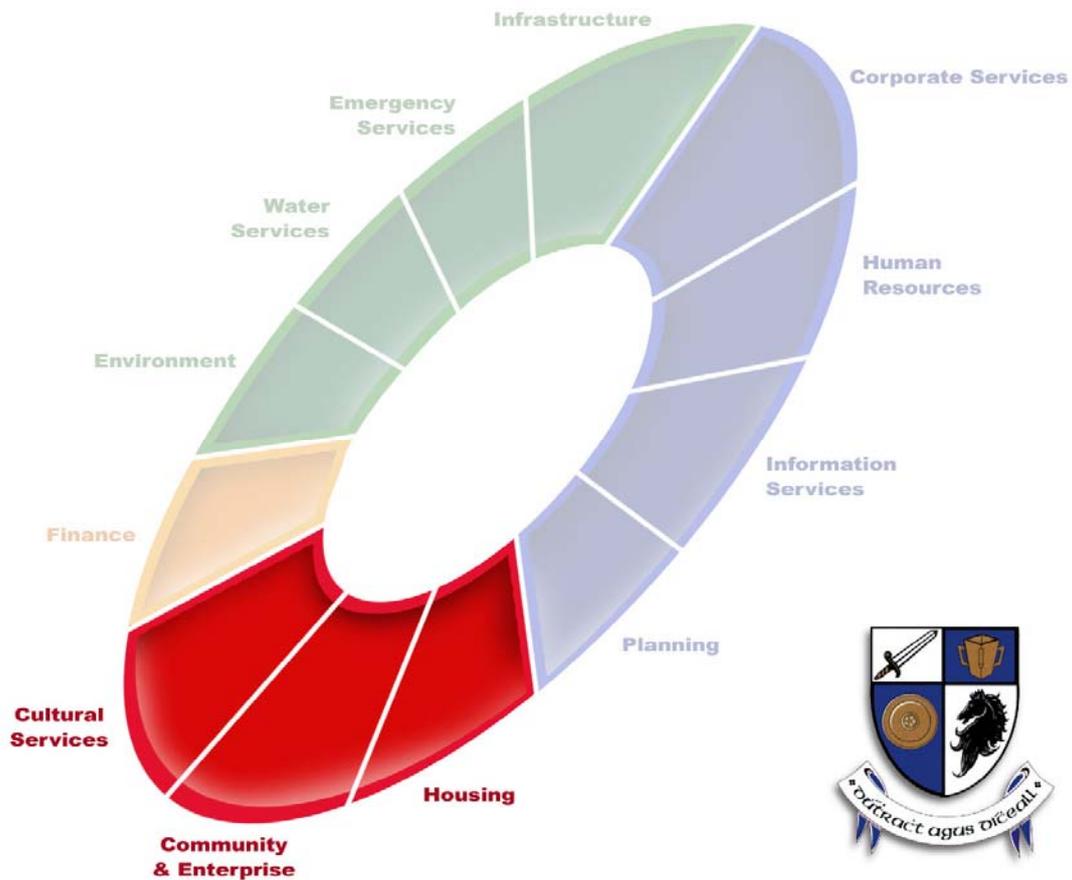
Objectives:

- County Monaghan Strategic Water Plan 2000-2020
- Water Services Investment Programme & Assessment of Needs report 2007-2014
- Programme of Measures to reduce levels of Unaccounted For Water (UFW)
- Individual well grants scheme
- grants scheme for group water and sewerage schemes
- Rigorous financial controls to ensure that costs of producing and treating water / wastewater are recovered from end users
- Monitoring programmes for private water suppliers
- A source protection programme (in co-operation with the Council's Environment Section)
- Recommended Minimum Criteria for Environmental Inspections Plan (RMCEI)
- Planned maintenance programme at all plants
- Training programme for all personnel involved in direct delivery of water

Actions

- Subject to the availability of finance , progress schemes included in the County Monaghan Strategic Water Plan and the Water services investment programme
- Develop and implement a policy to ensure recovery of costs of water production and wastewater treatment
- Process applications for individual well grants and grants for group schemes in a timely manner.
- Investigate all complaints and keep customers apprised of outcome .
- Promote water conservation awareness within all sectors of the Community
- Review RMCEI plan to ensure that it reflects risk whilst recognising that resources – both human and financial –are limited .
- Capture and Maintain network information through the use of GIS and other technologies

Community & Enterprise / Cultural Services / Housing



Cultural Services

- Library
- Museum
- Arts
- Heritage
- Community Forum

Community & Enterprise

- County Development Board
- Community Forum
- Social Inclusion
- Peace III Partnership
- Sports Partnership
- Disability
- Traveller Plan
- Community Development Grants

Housing

- Loans & Grants
- Social Housing
-

Community & Enterprise

Strategic Objective

To support economic, social, cultural and sustainable development in the county by facilitating partnership and co-operation among local government, local development, statutory and social partnership.

Objectives

- Support the operation of Monaghan County Development Board and its sub groups to implement the County Development Strategy promoting the Social, Economic and Cultural Development of the county.
- Promotion of Arts, Cultural, learning and Sporting opportunities in the county through supporting the delivery of services within the Arts office, County Museum, County Library service and Sports Partnership divisions of the local authority.
- Promotion and prioritisation of social inclusion and equality across all sections of the local authority through the implementation of the National Anti Poverty Strategy and Disability Act 2005.
- Promotion of tourism and economic development in the county
- Promote the understanding and conservation of Monaghan's cultural and natural heritage through the implementation of County Monaghan Heritage Plan.
- Implement the County Monaghan Biodiversity Plan to support the local delivery of the National Biodiversity Plan, related policies and legislation.
- Support and empower the community and voluntary sector to play a greater part in civic society and decision making processes by providing developmental support to Monaghan Community Forum and its associated networks, Comhairle na Nog and Joint Policing Committees
- Support local community development initiatives through the roll out of annual Community Development Fund

- Implementation of Monaghan County Council Peace III Programme
- Support the Local Authority to strengthen cross border links and contribute to the integrated development of the region.

Actions

- Support local community development initiatives through the roll out of annual Community Development Fund
- Implementation of Monaghan County Council Peace III Programme
- Support the Local Authority, the Community sector and other stakeholders to access funding from national, EU and other opportunities

Housing

Strategic Objective

The overall objective of government housing policy is to “*enable every household to have available an affordable dwelling of good quality, suited to its needs, in a good environment and as far as possible at the tenure of its choice*”.

Objectives

- Assess and guide those in need of Housing
- Allocate Housing to those in greatest need
- Manage the Local Authority Housing Stock.
- Monitor private rented accommodation in the county.
- Liaise with the voluntary & co-operative sector in the provision of housing services
- Manage the housing needs of the Travelling Community
- Facilitate home ownership for those who choose this option
- Manage the Housing Adaptation Grant Schemes

Actions

- Assess those in need of housing
- Review and update existing housing waiting lists
- Implement the multi-annual capital programme as approved by the Council.
- Facilitate the role of voluntary & co-operative housing in the provision of accommodation within the county.
- Administer the Rental Assistance Scheme
- Administer the new leasing scheme
- Management and maintain existing Local Authority Housing Stock and estates

- Allocate houses as vacancies arise
- Manage revenue collection and implement the tenant purchase Scheme
- Implement the Traveller Accommodation programme 2008-2013 as adopted by the Council.
- Implement the Housing Adaptations Schemes
- Implement the Housing Loan options for those who can afford the financial commitment involved.
- Prepare and implement a new Homeless Action Plan.
- Inspect and maintain the standard of private rented accommodation in the county and enforce the regulations.

County Museum

Strategic Objective

To promote the cultural diversity and historical richness off the region and to bring that richness and diversity to the widest possible audience

Objectives:

- Continue to develop, manage and care for the collections at Monaghan County Museum and the Heritage of County Monaghan
- Provide accessible, enjoyable public displays and learning resources focussed on the cultural diversity of County Monaghan
- Develop the County Museum as a tourist facility to ensure it is fully utilised and enjoyed by the people of County Monaghan and by visitors to our county
- Develop and build on the skills and abilities of all staff members

Actions:

- Develop the collections through appropriate acquisitions, guided by the collections policy.
- Promote the protection of the archaeological heritage of the county.
- Continue to work towards making the museum and its services as accessible as possible to the entire community
- Produce education packs/workshops to run in conjunction with all exhibitions and make available on museum website.
- Develop and build on cross border partnerships with museums

throughout Northern Ireland.

- Source development aid for a new purpose built fully accessible museum based on the recommendations outlined in the museums commissioned study 'Exploring the Implications of Developing a new County Museum Facility'
- Ensure that the museum continues to take a socially inclusive approach in promoting all of its exhibitions and events.
- Develop and build on the active programme of research in the museum
- Maintain and build on the professional standards obtained through full accreditation.
- Ensure that the requirements of the museum staff are visible within the policy and strategy development work of the County Council.

Library Service

STRATEGIC OBJECTIVES

To enrich the lives of all or users by providing a modern library and information service which stimulates knowledge and supports lifelong learning, imagination and recreation in an inclusive and accessible manner.

Objectives

- Develop the County Library Service as a resource for information and learning.
- Continue to extend the range of library services available to the public.
- Contribute to the Monaghan County Council corporate policy of promotion of the Irish Language
- Maintain and modernise the management of the Library Service
- To improve buildings and facilities infrastructure inline with National Standards.
- Improve accessibility to all branches.

Actions:

- Provide a new branch Library for Carrickmacross town and environs.
- Actively pursue options for the redevelopment of Monaghan, and Ballybay Libraries to increase capacity and further improve accessibility.
- Carryout a feasibility study on the provision of a custom designed library in Castleblayney suitable to the size of the population served.
- Apply annually for accessibility funding to upgrade branch libraries and ensure that all funding secured is fully utilised.
- Endeavor to have the Library Budget increased to agreed national standard, i.e. €3.77 per capita, €11,109 per annum, in order to improve the quality and range of stock provided to the public.
- Optimise library opening hours in line with national recommendations.
- Expand the range of multimedia resources available to the public.

- Develop a comprehensive annual programme of outreach events for all branch libraries.
- Maintain the County Archives Collection.
- Promote the Library and its services throughout the County.
- Commence work on the digitisation of key resources in the Local History Collection, to be made available to the public via the Library Online Catalogue.
- Complete the compilation, indexing and binding of all obituaries and death notices in the Northern Standard and Monaghan Argus, to be added to the Local History Collection.
- Roll out the Reader Development Programme, (successfully piloted in Largy College) to all secondary school students availing of Learning support, or completing the J.C.S.P.

- Develop and roll out a Research Skills Programme for all secondary school students.

- Provide advice and reading resource support to Home Liaison Officers working within the primary school system.
- Regularly review the Mobile Library Service with a view to providing wider access to services.
- Provide all new promotional and informational literature in Irish Language versions.
- Expand and develop the Irish Language stock collection.
- Organise Irish language based events as part of the annual outreach programme for all branch libraries.

Arts Service

Strategic Objective

To enhance the quality of people's experience of the Arts, to advocate the unique value of the arts in society and to recognise both promise and achievement in the creation of Art

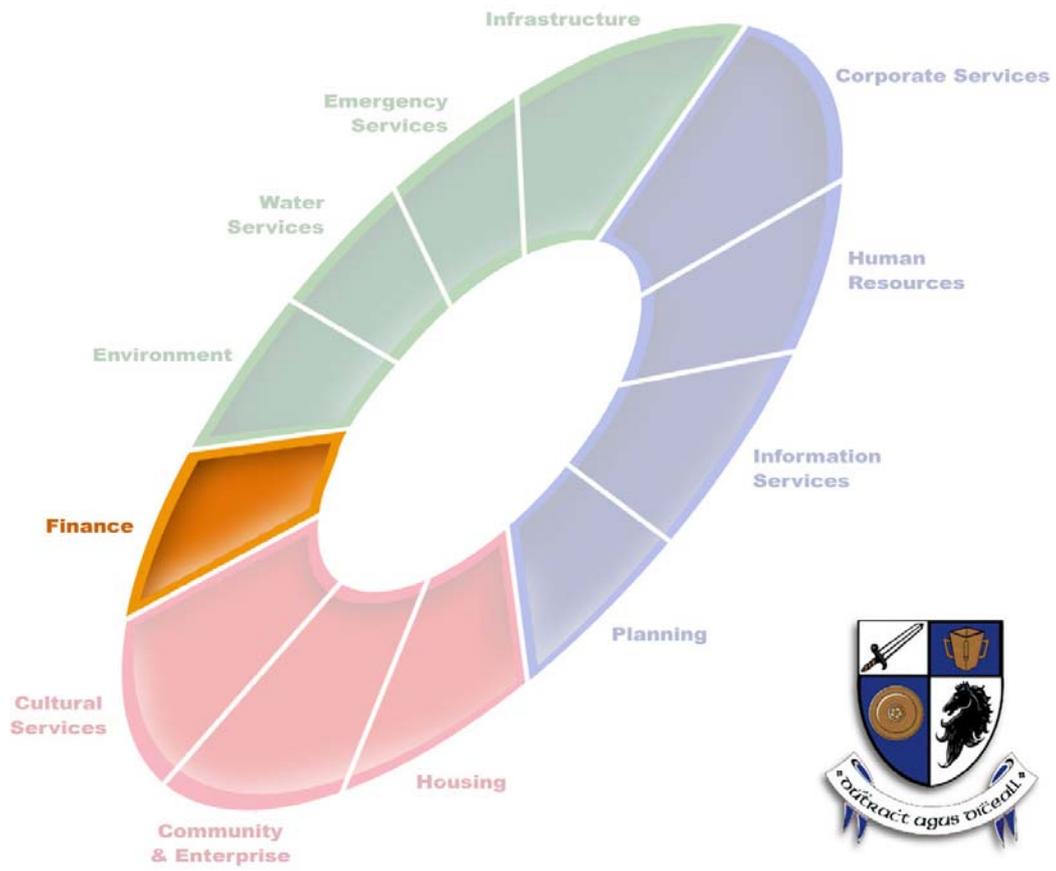
Objectives:

- Pursue a developmental approach to the Arts that takes a positive view in encouraging and assisting the value and standard of the Arts in Monaghan.
- Encourage promise and achievement in the creation of Art by providing resources, support and opportunities to individual artists and Arts groups.
- Enhance the presence, appreciation and quality of experience of the Arts.
- Stimulate public interest, access and participation in the Arts and engage audiences through appropriate delivery of Arts Programming

Actions:

- Develop and address the needs and potential of particular art forms at any one time
- To Maintain , develop and programme the Market House as a dedicated Arts Venue
- To collaborate with Arts festivals in the county in allowing their development and to assist them with enhanced support through both financial and administrative assistance.
- To collaborate with other Public bodies in relation to Arts Practice and its delivery. i.e. The Arts Council.
- To develop partnerships in the delivery of Arts Projects and Programmes
- To encourage and assist Artists in the creation of their Art , both financially(matching an award from the Arts Council or other Arts grants , with a limit) and through assistance from the arts office

Finance



Finance

- Rates
- Motor Tax

Finance

Strategic Objective

To ensure the prudent utilisation of the financial resources that come within the control of the Councils while achieving value for money in accordance with best practice and consistent with the best interests of local government in Monaghan.

Objectives

- To seek to maximise the financial resources available to the local authorities
- To maintain a financial accounting and management framework within the Monaghan local authorities which is consistent with the objectives established for the public sector by the government, and consistent with the Accounting Code of Practice
- To expand the utilization of modern ICT developments

Actions

- Updating of the Financial Management System as new developments arise.
- Encourage all managers to maximise the benefits of the FMS especially with regard to budgeting and the current economic climate.
- Provide an appropriate procedural framework at each level of managerial activity to complement the FMS system; to secure compliance with the terms of the Prompt Payment of Accounts legislation and the A.C.O.P.
- Provide an effective Internal Audit service within the local authorities to support the work of the external auditors to ensure that best practice, as outlined in the relevant public service guidelines, value for money reports, etc. is followed by all authorities.
- Continue to extend the use of Electronic Fund Transfers.

Monitoring & Review

The Corporate Plan sets out in a clear manner the Objectives, Strategies and Actions required to implement this plan over the next five years. It also identifies the many challenges which the Council needs to overcome in order for this plan to be implemented successfully. The success of the plan will also depend on the participation of a multiplicity of Government Departments, Public Bodies, Semi State and Private Organisations and the Voluntary sector.

The preparation of the plan is the first stage in the process. Following the adoption of this plan it will be necessary for each section to prepare annual operational plans setting out in greater detail the actions required over the coming year to achieve the objectives set out in the plan. These plans will enable the progress of the plan to be monitored and will form part of the annual review.

Monitoring and review of the plan is vitally important to its success and it is important that a framework be put in place for this purpose. The proposed framework for this purpose is as follows:

Management Team - The Management Team will play a vital role in ensuring there is coordination of the various services to ensure implementation of the plan and that the necessary resources are available for this purpose.

Department Teams - Monthly meetings of the Senior Staff within each Department together with the relevant Director will take place to assess progress within the particular department. In addition, Department will be required to carry out an annual assessment of the progress of their operational including the level of success in achieving the performance indicators set out therein. The Level of progress achieved will be analysed and assessed and targets will be reviewed.

Partnership Committee - The Corporate Plan was prepared in consultation with staff through the Partnership Committee. The Council will ensure that the Partnership Committee will play an ongoing role in the monitoring and assessment of the progress under the Corporate Plan.

Strategic Policy Committee/Corporate Policy Group - The Strategic Policy Committees and the Corporate Policy Group will play a vital role in

monitoring the effectiveness of the plan and are an important element in the process of its review.

Customer Feedback - The Customer Action Plan provides for the assessment of customer satisfaction of the manner in which services are provided. The feedback will be facilitated through surveys and the community forum and Strategic Policy Committees.

The Elected Council - An annual report will provide the mechanism to report to the elected Council on implementation of the plan. They will also be kept advised on an ongoing basis through the Strategic Policy Committee structure. Any review that is deemed necessary will be brought before them for their approval.

Appendix 2

MONAGHAN LOCAL AUTHORITIES Service Indicators

H: Housing

H1. Housing Vacancies

H2 Average time taken to re-let dwellings available for letting

H3. No of repairs completed as a % of the no. of valid repair requests received

H4 Total number of traveller families accommodated as a % of the targets set in the local traveller accommodation programme

H5. Enforcement of standards in private rented sector – number of registered tenancies/number of inspections carried out

H6. Grants to adapt housing for the needs of people with a disability – average time to process applications.

H7. Pre-tenancy familiarisation courses – number of new local authority tenants offered pre tenancy familiarisation courses.

R : Roads

R1 – Road Restoration Programme – number of kms of local and regional Roads improved and maintained and the number of kms of local and regional roads constructed under the specific improvements grants scheme

M: Motor Taxation

M.1 Number/Percentage of Motor tax transactions which are dealt with

- (i) Over the counter
- (ii) By the post
- (iii) Other ways e.g. on line, by telephone

M2 Time taken to process motor tax postal applications

M3 Time taken to process driving licence applications

M4 Average no. of public opening hours per week

E: Water

E1 Unaccounted for Water as a percentage of total volume of water supplied by local authority

E.2 % of drinking water analyses results in compliance with statutory requirements (public/private schemes)

E: Waste Segregation

E.3: % of households provided with segregated waste collection for dry recyclables and organics

E.4: Percentage and tonnage of household waste collected from kerbside and sent for recycling

E.5 Percentage and tonnage of household waste collected which is sent to landfill

E6 Recycling facilities – no. of bring sites, civic amenity sites, locations per 5,000 of population

E Litter Prevention and Enforcement

E7 No of litter wardens, on the spot fines and prosecutions and level of litter pollution in the county

E Environmental Complaints and Enforcement

E8 No. of complaints received, investigated and subject to enforcement procedure

E Percentage of schools participating in environmental campaigns

E9 – percentage of primary and secondary schools participating in environmental campaigns.

EN – Energy Awareness

EN1 Energy use in local authority offices

E: Fire Service

F.1 Average. time in minutes, to mobilise fire brigades in full time and part time stations in respect of fire and other emergency incidents

F.2 Percentage of attendances at scenes in respect of fire and other emergency incidents

F.3 Fire Prevention

Total no. of fire safety certificate applications received and processed

P. Planning & Building Control

P.1 - Planning applications - decision making in relation to planning applications

P.2 Planning Enforcement – number of cases subject to complaints, dismissed or resolved through negotiations

P.3 Public Opening Hours - average opening hours per week

P.4 Pre-planning consultation – number of pre planning consultation meetings held and waiting time for meetings.

P.5 Buildings inspected as a % of new buildings notified

P.6 Taking estates in charge – number of estates taken in charge

Revenue Collection

Rev 1 House Rent – Amount collected at year end as a % of amount due and percentage of arrears 4-6 weeks; 6-12 weeks and more than 12 weeks old

Rev 2 Housing Loans– Amount collected at year end as a % of amount due and percentage of arrears 1 month; 2-3 months and more than 3 months old

Rev 3 Commercial Rates – amount collected at year end as a percentage of amount due

Rev. 4 Refuse Charges – percentage of houses paying refuse charges refuse charges

Rev.5 Non-Domestic Water Charges - Amount collected at year end as a percentage of amount due for non domestic water charges

C: Corporate Affairs

C.1 % of working days lost to sickness absence through

C.1 (a) % Certified leave

C.1 (b) % Uncertified leave

C.2 Expenditure on Training + Development as a % of total payroll costs

L: Library Services

L.1 Public Opening Hours

- (a) Average No. of opening hours per week for full-time libraries
- (b) Average No. of opening hours per week for part-time libraries
- (c) Percentage of full-time libraries that have lunchtime openings
- (d) Percentage of full-time libraries that have evening openings
- (e) Percentage of full-time libraries that have Saturday openings

L.2 Number of visits to full-time libraries per 1,000 population

L.3 No. of registered library members as a % of the local population

L.3 Annual expenditure on stock per head of population for:

- (a) Books
- (b) Other items

L.4 Number of internet sessions provided per 1,000 population

Recreational Services

Rec 1: No. of children's playgrounds per '000 of population

- (a) Directly provided by the local authority
- (b) Facilitated by the local authority

Rec 2: No of visitors to local authority facilitated leisure facilities

Community Participation

CP 1: % of local schools and youth groups involved in the Local Youth Council/Comhairle na n-Og scheme

CP2: Number of groups registered with the Community & Voluntary Forum

Appendix 3

Town Council Members

Ballybay Town Council

Cllr Sean Conlan
Cllr Noel Duffy
Cllr Gene Duffy
Cllr Michael Gilmour
Cllr Therese Hamilton
Cllr Mary McGinnity
Cllr Cathal O’Friel
Cllr Michael Smyth
Gerard Traynor

Castleblayney Town Council

Cllr. James Cunningham
Cllr. Peter Grimes
Cllr. Aidan Campbell
Cllr. David Funcheon
Cllr. Brendan Hughes
Cllr. Jackie Crowe
Cllr. Gary Carville
Cllr. Joe Brennan
Cllr. Sean McCooley

Monaghan Town Council

Cllr. Mary Carroll
Cllr. Seán Conlon
Cllr. Robbie Gallagher
Cllr. Thomas Hagan
Cllr. David Maxwell
Cllr. Paul McGeown
Cllr. Donal Sherry
Cllr. Seamus Treanor
Cllr. Pádraigín Uí Mhurchadha

Carrickmacross Town Council

Mary Kerr-Conlan
Noel Keelan
Cllr. Matt Carthy
Cllr. Mark Clarke
Cllr. Catherine. Martin
Cllr. P.J.O’Hanlon
Cllr. Teresa Carolan
Cllr. Pádraig Mc Nally
Cllr. Kristina Jankaitiene

Clones Town Council

Cllr. Peter Mc Aleer
Cllr. Ross Mealiff
Cllr. Peter Mulligan
Cllr. Yvonne Newell
Cllr. Pat Treanor
Cllr. Deirdre Kelly
Cllr. Niall Quigley
Cllr. Aidan Sheerin
Cllr. Anna Rooney