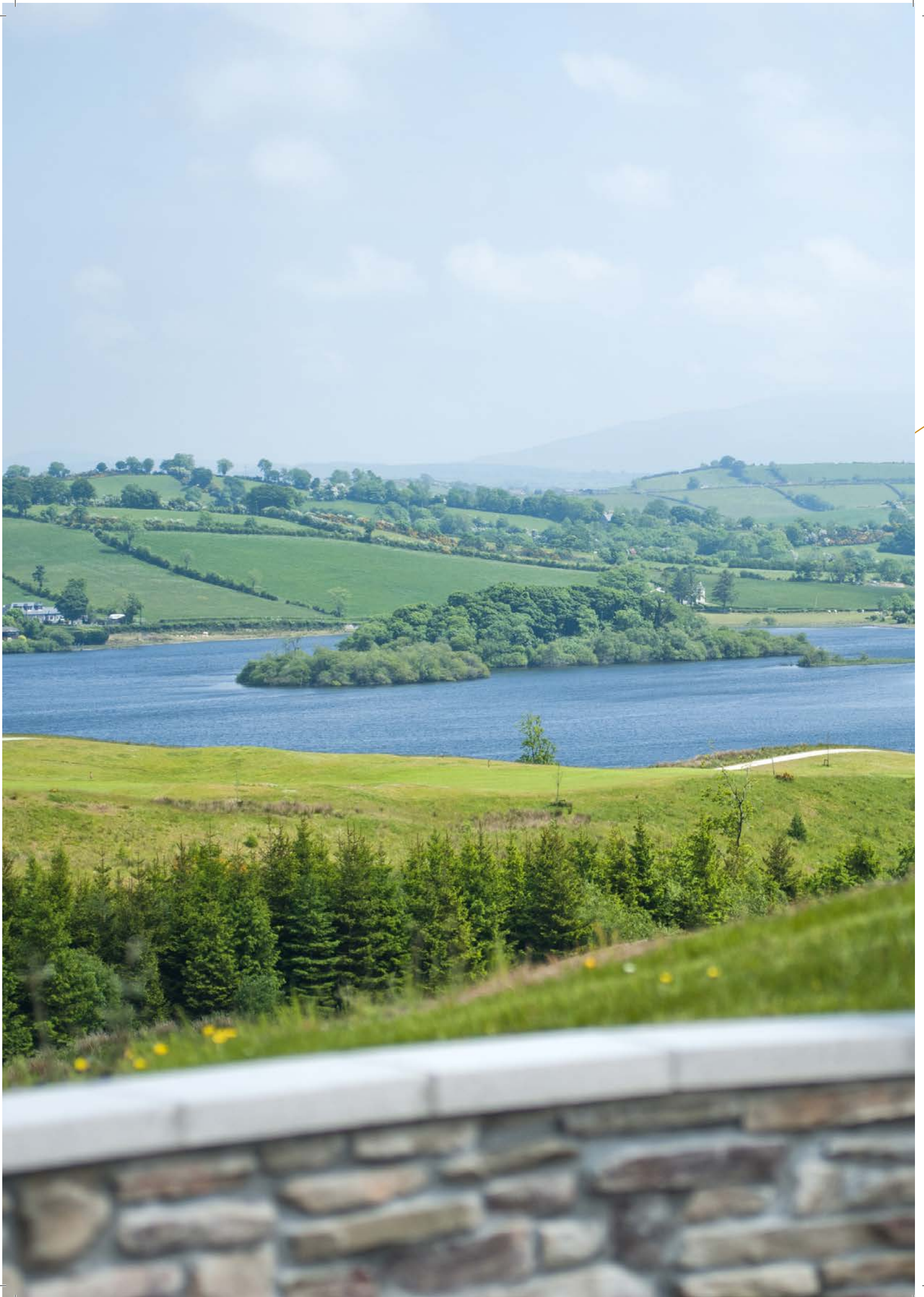




2020  
—  
2024

MONAGHAN COUNTY COUNCIL

Corporate Plan 2020-2024






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MONAGHAN COUNTY COUNCIL

# Corporate Plan 2020-2024

2020 –

– 2024



**Monaghan County Council provides  
High Quality, Sustainable Public  
Services to enhance the Economic,  
Environmental and Cultural Wellbeing  
of our People and County.**

MISSION STATEMENT



TEK  
The Environmental  
Economic  
and Cultural  
Wellbeing

- ^ Main Entrance
- ^ Reception
- > Main Car Park



# FOREWORD

**Monaghan County Council is pleased to present our Corporate Plan for the period 2020 -2024. The plan defines the strategic framework within which Monaghan County Council will operate during the lifetime of this Council.**

The Corporate Plan is a central component of the local authority business model, including the main goals and objectives for each of the Council's principal activities while preserving flexibility in order to meet the demands of an ever changing environment.

The Corporate Plan was developed in conjunction with the people of Monaghan and is for the people of Monaghan. The consultative process commenced in Autumn 2019, and incorporates inputs from public consultation, the Public Participation Network, the Strategic Policy Groups, the Corporate Policy Group, Council Management and staff.

The actions which will underpin the goals and objectives are detailed in the annual service delivery plans with specific performance measurement criteria in an open and fully accountable way. Our emphasis will be on ensuring our key stakeholders are clear on an ongoing basis of how we are delivering on our commitments.

We are appreciative of all who contributed to the formation of this Plan and would particularly like to thank our Elected Members, the Corporate Policy Group and our staff for their input and involvement in the preparation of the Corporate Plan.

This Corporate Plan is based on a vision that makes Monaghan a better place to live, work and visit, and a Council which will shape a better future for our County and all its communities.

This Corporate Plan re-affirms our commitment to achieving that ambition.

Eamonn O'Sullivan  
**Chief Executive**



Cllr. Seamus Coyle  
**Cathaoirleach**



# 1.0

## Introduction

The Monaghan County Council Corporate Plan 2020-2024 is the Council's strategic framework for the term of the Council elected in May 2019. This plan has been prepared in accordance with the provisions of the Local Government Act 2001 as amended by the Local Government Reform Act 2014. In developing the Corporate Goals and Objectives in this Plan the Council has taken into account the range of national, regional and European policies and plans which are relevant to the Council's activities.

The process for the development of this Corporate Plan involved meaningful and widespread consultation with our various stakeholders, both internal and external. Consultation was in the form of an online survey and an invitation for people to make submissions. This was promoted online through Monaghan County Council's website, social media channels and the Public Participation Network (PPN). The online survey generated 333 responses from Monaghan residents providing opinions and views.

There have been significant changes in the Council's operating environment since the adoption of our Corporate Plan for 2014-2019. The best way for our county to address the changes that we continue to face is to plan for those changes.

**“The best way for our county to address the changes that we continue to face is to plan for those changes.”**

In accordance with the provisions of the Local Government Act 2001 as amended this Plan has been prepared on the basis of an organisational wide strategic approach encompassing the various activities of the Council. Our Plan has taken account of the various policies and objectives set out in the Council's other plans and strategies.

There will be a clear link between the Goals and Objectives of this Corporate Plan and the Annual Service Delivery Plan, the budgetary process, the Performance Management Development System, the internal and Local Government Audit systems and the monthly Management Reports.



# Our County

# 2.0

County Monaghan has a land area of 500 square miles and a population of 61,386 persons. The countryside is characterised by rolling hills or drumlins. The county is the most northerly inland county in the country, 90% of which is located within 10 miles of the border with Northern Ireland, providing strategic access to the UK market.

Monaghan boasts key transport linkages, providing easy access to the county. Our transportation network plays an important part in providing access to ports, airports and markets. Monaghan benefits from extensive and reliable broadband connectivity. The County Council views the attraction of highly skilled industries into the county as a priority and to this end accepts that the provision of excellent infrastructure is a pre-requisite. The provision of high quality housing, broadband, water and sewerage facilities are important for sustaining the existing population and making provision for future growth.

The County is renowned for the entrepreneurial spirit of its people. The strong work ethic and entrepreneurial flair of Monaghan people has led to the establishment of major key indigenous exporting businesses throughout the county. Agriculture and Food is a dominant economic activity in County Monaghan, providing substantial employment and accounting for over 60% of Monaghan's employment and 90%

of foods produced in the county are exported. 14 of the top 100 food producing companies in Ireland are based in County Monaghan.

County Monaghan has a traditional pattern of dispersed settlement in rural areas together with a network of towns and villages distributed throughout the county. The County's population is dispersed throughout these rural areas with less than 30% of the population living in the urban areas. From market towns to small communities, County Monaghan offers a range of options when it comes to places to live.

Community spirit and pride of place is evident everywhere throughout the county. Monaghan promotes itself as an age friendly county which aims to make Monaghan a better place in which to grow old. Our age friendly programme delivers a range of inclusive services and initiatives for older people.

The magic of County Monaghan lies in its beautiful rolling hills, little lakes, meandering rivers and ever changing vistas. Monaghan has a wealth of vibrant heritage, arts and culture hubs presenting wonderful opportunities for participation in the county's ever growing roster of heritage, arts and music festivals and cultural activities.

**"14 of the top 100 food producing companies in Ireland are based in County Monaghan."**



# 3.0

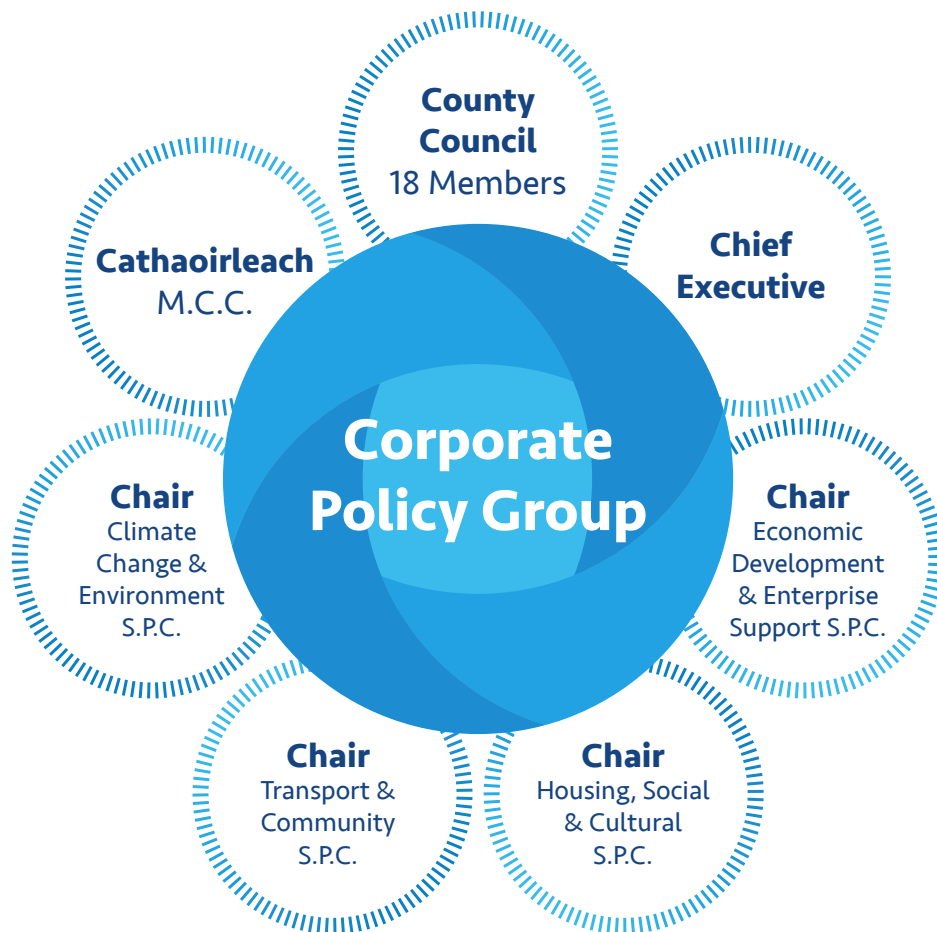
## Our Council

**Monaghan County Council, Comhairle Contae Mhuineacháin, is made up of 18 County Councillors who were elected from three Electoral Areas for a term of 5 years, from June 2019 as set out in Appendix III.**

The delivery of services within the Council is the collective responsibility of the Elected Members and the Executive. Elected Members exercise their authority through “reserved functions” which include the adoption of all major policy and operational programmes including the County Development Plan, the Annual Budget, the Corporate Plan, the making of bye-laws, the setting of commercial rates and varying the rate of Local Property Tax.

The day to day operational decisions are a matter for the Council Executive but must have regard to the policy direction determined by the Elected Members. Typically executive decisions include all staff matters, planning decisions, housing allocations, budgetary control, and asset management.

The Council is assisted in its policy making by four Strategic Policy Committees, membership of which is drawn from Council membership and sector representatives in such areas as business, farming, environment, community and trade unions. Collectively, An Cathaoirleach and the Chairs of the Strategic Policy Committees form the Corporate Policy Group. It acts as the Council’s cabinet providing guidance and advice to the SPCs with specific roles in relation to the preparation of the Annual Budget, the preparation and ongoing monitoring of the Corporate Plan, varying the rate of the Local Property Tax and recommending members for appointment to the Audit Committee.



The Council has structured links with the community and voluntary sector through the operation of the Public Participation Network. It also facilitates the operation of the Local Community Development Committee which has governance and oversight responsibilities for community expenditure from national sources. The Local Enterprise Office (LEO) acts as a facilitator of access to enterprise services and to promote and support enterprise at a local level, with a particular focus on micro enterprise. The work of the LEO complements the ongoing support provided to the business community through the broad range of services, events and grants provided by the Council.

Monaghan County Council is responsible for providing a wide range of services and supports to a diverse range of customers. Our customers include over 61,273 residents in 22,281 households, our many businesses and those who visit our county, whether for recreation or work.

Monaghan County Council has roles in service and infrastructure provision, regulatory roles and acts as a facilitator of economic and community development. In these roles we are involved in the provision of a broad range of services, such as, housing, parks and libraries and the delivery of infrastructure projects such as roads, leisure and community facilities. Our regulatory role encompasses areas like planning enforcement and environmental enforcement. We facilitate the economic and community development of the County by working in collaboration with a variety of agencies and organisations. We work with various state agencies, the Industrial Development Authority (IDA) and business organisations such as the Towns Teams in relation to retaining and attracting businesses. In areas such as social inclusion, policing, sports, arts and culture we work in partnership with a variety of community and voluntary organisations.

Appendix II provides a summary of the principal services and activities that the Council is involved in providing and facilitating.

# 4.0

## Changes in our Operating Environment

### Local Authorities are the arm of government which is closest to the citizen.

National and EU policy makers depend on our ability to connect with local communities to deliver a range of programmes at local level which ultimately enable them to achieve an impact at regional, national or EU level. We are bound by EU and national legislation, and are often at the front line of implementing change when new EU or national policy is introduced. In so doing, it is important that we are mindful of our role as facilitators of local citizens to participate in the democratic process, and in particular, to promote their active participation in the decision-making structures and processes of the Council.

The Local Government (Reform) Act 2014 mandated local authorities to assume an active role in leading economic and community development in their areas, and this has opened up whole new areas of activity for us, giving us a wider perspective on the needs of the people and business of our county.

### 4.1 External Environment

#### 4.1.1 Economic: BREXIT and the Border

With the exit of Great Britain from the EU, County Monaghan is now at the very edge of Europe, and is surrounded on three sides by a non-EU state. This will impact us in so many ways, from a need to support our retailers to the challenge of supporting communities to cope with a changing environment around policing the border. Currency fluctuations between Sterling and the Euro are likely to be more volatile over the next few years, which may have a knock-on effect on our business and retail sectors. This may lead to an increase in empty town centre premises and dereliction.

Monaghan County Council has worked very closely and with great success on a number of cross border projects with our neighbouring Councils in Northern Ireland. Continuing to do so may prove more challenging in the future should operational standards, regulations etc diverge when we are no longer all working under the regulations of Europe.

## 4.1.2 Political and Social - A Changing World:

This is a time of change, and a time for fast and decisive action. Great numbers of people are being displaced across the world, and those areas of the globe which are lucky enough to enjoy relative stability are being challenged to respond to the needs of these migrants. The pace of technological innovation is making infrastructural networks outdated and putting regions which don't invest in the right solutions at a competitive disadvantage. The need for Climate Action is clear, and local authorities are key players in driving behavioural change at local level, which is key to achieving the mass adaptation which is required across the population in order to bring about meaningful change.

## 4.1.3 National Planning Framework

The population of Ireland continues to grow. The government response has been to produce the National Planning Framework, which sets out how it sees the country developing over the next twenty years. The North West Regional Assembly is working to translate the national document into a Regional Spatial & Economic Strategy, which in turn will influence the County Development Plan. It is a statutory requirement that the County Development Plan takes cognisance of the national and regional documents. A National Office of the Planning Regulator has been set up to ensure that all Plans, from County through to National, are aligned. In addition, a National Building Control Office has been set up to oversee and strengthen the building control function in local authorities, which will help ensure that the new developments which will be required in order to meet the demand for housing to cope with the rising population will be up to standard.

## 4.1.4 Social Inclusion

According to the 2016 Census, the population of Co. Monaghan was 61,386, an increase of 1.5% over 2011. The national population increased by 3.8% over the same period. County Monaghan remains below the national average in terms of the wealth of the average citizen, recording a score of -3.2 on the Pobal relative deprivation index. This remains unchanged from 2011 to 2016. While some of the most deprived areas in the county are located within the main urban areas, in general the pattern of deprivation in County Monaghan is dispersed widely across the rural townlands. The county's dispersed rural population, with 70% living outside of the urban settlements, presents many challenges, from rural transport and one-off housing to protection of ground water and provision of a quality road network – we have one of the densest local road networks in Europe.

11.1% of the county's population are non-Irish national, with 4.1% being Lithuanian and 2.6% from Poland. 14% of the population were aged 65 or over in 2016, and 7,214 people have a disability. 17% of the population either left school after primary level or have no formal education at all. We are very aware that many citizens may have difficulty accessing our services for a variety of reasons, including language barriers, physical barriers, inability to fill out forms or navigate the internet etc. In 2018, to make it easier for citizens to engage with our services, we undertook extensive work to look at our obligations under the Irish Human Rights and Equality Act 2014. We are proud to have piloted a programme on behalf of the entire public sector and have no doubt that the county will benefit from our work.



## 4.2 Internal Environment

### 4.2.1 GDPR

New legislation came into force on General Data Protection Regulations in May 2018, bringing with them significant changes for how the Council stores and shares information. It has had implications for what information we can collect and how it can be used and stored, and will continue to affect how we conduct our business going forward. It has resource implications for the organisation, in the management and review of databases, in the response to requests from those who are entitled to know what personal data related to them is being held by the Council, and the purpose for which it is being held.

### 4.2.2 Capacity

We believe that we have strong, well-resourced departments right across the organisation, which are fit for purpose and capable of delivering a high quality service for the people of Co Monaghan. Monaghan County Council prides itself on consistently exceeding expectations and punching above our weight.

### 4.2.4 Climate Change

Climate change is undoubtedly the greatest single challenge of our generation. Through progressive and innovative climate action measures we can protect our planet and make it great once again. Whilst Ireland is a small country and Monaghan is a small county each stakeholder in the county has a role to play in meeting this challenge to ensure that we can hand over guardianship and stewardship of our planet to our children, grandchildren and subsequent generations.

For Monaghan to become low carbon and to limit climate change going forward this will require significant effort to limit our energy usage and our greenhouse gas emissions which are fuelling climate change. We can strive to achieve this through progressing the measures and reaching the targets as outlined in the national Climate Action Plan 2019 - To Tackle Climate Breakdown.

The National Adaptation Framework identifies the critical role to be played by local authorities such as Monaghan County Council in addressing climate change adaptation through building climate resilience. To achieve climate resilience, we, in Monaghan have to reduce our vulnerability to climate change impacts, not only for those climatic impacts that are already locked in but also those climatic impacts that we can expect to experience in the longer term. Monaghan County Council's Climate Change Adaptation Strategy 2019-2024 and the various sectoral adaptation strategies prepared nationally will assist the county in being better prepared for climatic events and assist in building climate resilience.

Monaghan County Council over the lifetime of the Corporate Plan will be working closely with the Eastern and Midlands Climate Action Regional Office (CARO) to drive climate action at local level. In recognition of the significant obligation to develop and implement climate action measures, the CARO has been mandated to co-ordinate engagement across the varying levels of government and help build on experience and expertise that exists in the area of climate change and climate action.

**“This Corporate Plan is based on a vision that makes Monaghan a better place to live, work and visit, and a Council which will shape a better future for our County and all its communities.”**

#### 4.2.5 Public Sector Equality and Human Rights Duty

Monaghan County Council is committed to the principles of equality of opportunity, fairness and accessibility for all, both in the services that it provides to the community and in its role as an employer. In line with our statutory obligations under Section 42 of the Irish Human Rights and Equality Commission Act 2014, Monaghan County Council is committed to embedding and developing a culture of respect for human rights and equality among our staff and for the people to whom we provide services. Following the successful implementation of our Public Sector Duty pilot project in 2018, we will continue to develop practices that promote the right for everyone to participate in all aspects of life in County Monaghan.

In our efforts to protect human rights, promote equality and eliminate discrimination Monaghan County Council will:

- » Continue to develop and improve our customer services to provide relevant, appropriate and accessible services that meet the needs of our diverse population.
- » Continue to develop and promote initiatives that remove barriers to participation and by actively promoting equality and social inclusion.
- » As an employer, Monaghan County Council values the contribution that every employee makes and respect individual differences, utilising the diversity of our workforce as a positive benefit.
- » Ensure that in planning, delivering, monitoring and evaluating our work, equality and human rights are considered and accommodated from the outset.
- » Ensure all public consultation exercises are inclusive. We will use a variety of appropriate consultation methods to ensure that the all members are the community can have their views heard.

#### 4.2.6 UN Convention on the Rights of People with a Disability

The UN Convention on the Rights of Persons with Disabilities came into force from 19 April 2008. The purpose of the Convention is to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities. Monaghan County Council is committed to the principles of the UNCRPD and through the delivery of our services, functions and employment opportunities we will aim to ensure:

- » The provision of accessible information, services and supports to people with a disability.
- » To ongoing development to ensure accessibility of the built environment throughout the county.
- » Through the work of Housing and Disability Steering Group to develop and deliver a local housing strategy for people with a disability.
- » To support the active participation of people with a disability in the cultural, recreational, political and consultation opportunities in county Monaghan.

#### 4.2.7 Technological

The delivery of efficient and effective public services will be greatly enhanced by the opportunities provided by improved technology and innovation. These include mobile apps, digital and 'smart' initiatives and greater use social media in day to day service delivery operations.

During the lifetime of this Plan, the Council intends focussing on the benefits that can be gained from technology in order to deliver an excellent service to our customers and also to make the most of the resources available to the Council.

## 4.2.7 Corporate Plan Achievements 2015 – 2019

While the level of change affecting the environment in which Monaghan County Council conducted its business was significant, the Council continued to serve the county and its people as it delivered hundreds of services through its various departments. In addition, substantial progress was made across all the major areas addressed in the Corporate Plan 2014 – 2019.

### A brief sample of our achievements include:

- ▶ Local Authority of the Year 2017 Award
- ▶ N2 Corracrin Road Realignment.
- ▶ Launch of Monaghan Local Economic and Community Plan.
- ▶ Glaslough Tidy Towns winning the National Tidy Town & Entente Florale Awards.
- ▶ Latton & Bawn – IPB Pride of Place Awards 2017.
- ▶ Plás Lorcáin Housing Project.
- ▶ Monaghan’s first Inclusive Playground opens in Ballybay.
- ▶ Gate Lodge Restoration, Castleblayney.
- ▶ Castleblayney Wastewater Treatment Plant Upgrade.
- ▶ Carrickmacross Water Treatment Plant.
- ▶ Opening of the Clones Market House.
- ▶ CTek Opening Carrickmacross.
- ▶ SEUPB Funding secured of €9.5 million for Monaghan Peace Campus.
- ▶ Bree Housing.
- ▶ Monaghan Age Friendly host the 2018 National Age Friendly conference.
- ▶ Carrickmacross Market House and Lace Gallery.
- ▶ Rossmore Park Playground.
- ▶ Premier Screening of Award Winning ‘How to Defuse a Bomb -Children Story’.
- ▶ My Open Library – Carrickmacross.
- ▶ Annual award-winning Cavan Monaghan Science Festival.
- ▶ Monaghan County Council and Concra Wood Golf Course host the Irish Challenge.
- ▶ Peace Link Clones - Excellence in Local Government ‘Supporting Active Communities’ and ‘Disability Service Provision’ Awards.
- ▶ More to Monaghan Campaign.
- ▶ Castleblayney Fire Station Construction.
- ▶ Urban Regeneration Funding Secured for Dublin Street, Monaghan.
- ▶ LED Retrofit of over 50% of our 5,600 Public Lights.
- ▶ Landfill Capping at Scotchcorner





# Vision, Mission & Values

**Monaghan County Council's Corporate Plan sets out the strategic direction of the Council. At the heart of the plan is a Vision for the Council and the county while the Council's Mission Statement emphasises the manner in which the organisation will pursue and fulfil that Vision.**

## 5.1 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, innovative 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.

Monaghan County Council is responsive to local needs and circumstances, recognising our role in developing sustainable communities.

This Corporate Plan is based on a vision that makes Monaghan a better place to live, work and visit, and a Council which will shape a better future for our County and all its communities.

## 5.2 MISSION STATEMENT

Monaghan County Council provides High Quality, Sustainable Public Services to enhance the Economic, Environmental and Cultural Wellbeing of our People and County.

## 5.3 VALUES

Monaghan County Council is committed to a set of values that help define us, to act and to serve our communities during the lifetime of this Corporate Plan. These values serve as our guiding principles over the course of the next five years.

### Dignity

*Monaghan County Council will treat all our people and stakeholders with dignity and respect, respecting the human rights and uniqueness of every person.*

### Customer Oriented

*Monaghan County Council will provide an inclusive and accessible public service that has a strong customer focus. Our staff are responsive to the needs of our communities.*

### Open and Inclusive

*Monaghan County Council will be willing and available to listen and interpret the views of the all people of our county to create and deliver inclusive services in a manner the reflects the diversity of our communities.*

### Transparent and Accountable

*Monaghan County Council will provide high standards of integrity, transparency and accountability*

### Innovation and Excellence

*Monaghan County Council will embrace new ideas, new practices and technologies in order to advance and develop our county in a forward thinking way.*

### Leadership

*Monaghan County Council will lead and work with partner agencies, our community and all stakeholders to bring about positive change for our county.*

### Sustainability

*Monaghan County Council will ensure that our work will not constrain the future needs of people and communities in County Monaghan.*

# High Level Goals

# 6.0

This Corporate Plan - underpinned by our Core Values - proposes twelve High Level Goals which will deliver our Mission and ensure the improvement of Council services and infrastructure over the period of the Plan 2020 - 2024. For each High Level Goal, we have identified a number of supporting strategic objectives for which actions and activities will be identified by relevant Departments in their Annual Service Delivery Plans


1	<b>TO ENSURE A CLEAN, SAFE AND SUSTAINABLE ENVIRONMENT</b>	Support biodiversity and ensure the sustainable management of water, waste, and all other environmental resources
2	<b>TO SUPPORT LOCAL DEMOCRACY</b>	Support the Elected Members, Corporate Policy Group, Strategic Policy Committee, Joint Policing Committee, Public Participation Network and all other committees in their leadership and representative role in response to the needs of the Community
3	<b>TO DELIVER QUALITY &amp; INCLUSIVE CUSTOMER SERVICES</b>	Improve Accessible Services, Improve communications and engagement with the public to drive efficiency and effectiveness for our customers.
4	<b>TO SUPPORT OUR LOCAL ECONOMY</b>	Support the Business Community to stimulate growth, encourage start-ups and maximise job creation. Improve prosperity through cross border partnerships i.e. ICBAN and EBR. Deliver on the economic objectives in the Local Economic and Community Plan.
5	<b>TO ENHANCE CULTURE AND CREATIVITY</b>	Strengthen the capacity of the culture and creative sectors within County Monaghan.
6	<b>TO STRENGTHEN OUR COMMUNITIES</b>	Develop, Support and Enhance the quality of life of sustainable, inclusive communities in County Monaghan as envisaged in the Local Economic and Community Plan.
7	<b>TO IMPROVE INFRASTRUCTURE AND PROVIDE ACCESSIBLE SERVICES</b>	Progress key infrastructure projects.
8	<b>TO DELIVER HOUSING AND HOUSING SUPPORTS</b>	Increase the supply of social housing, improve existing housing stock and develop quality amenities to enhance Monaghan as a place to live.
9	<b>TO IMPLEMENT ROBUST BUSINESS AND FINANCIAL MANAGEMENT AND CORPORATE GOVERNANCE</b>	Develop and implement sound financial, management and governance systems to enable organisational and operational efficiency
10	<b>TO DEVELOP OUR PEOPLE AND ORGANISATION.</b>	Ensure Monaghan County Council, is an employer of choice, builds our workforce for the future, supports and values managers as people developers.
11	<b>TO ENSURE EFFICIENT AND EFFECTIVE SERVICE DELIVERY THROUGH ADVANCING INFORMATION SYSTEMS AND TECHNOLOGY.</b>	Accelerate the digital delivery of improved and accessible services by promoting a culture of innovation.
12	<b>TO TRANSITION TO A LOW CARBON &amp; CLIMATE RESILIENT SOCIETY</b>	Working in partnership with other key stakeholders to deliver on the adaptation and mitigation actions identified in the Climate Action Plan, Climate Change Adaptation Strategy and Climate Action Charter.

# 7.0

## Our Supporting Strategies

Set out on the following pages for each department/ business unit are the supporting strategies that will be pursued to help achieve our twelve High Level Goals.

Each supporting strategy is linked with the achievement of one or more Strategic Objective. Progress in implementing these supporting strategies will be tracked using the NOAC service indicators (and/or other relevant indicators where they exist).

HOUSING 		
SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
To identify the categories of Social Housing need of all communities in County Monaghan and prioritise their needs in capital expenditure programmes.	3 6 7 8	
To deliver good quality accessible social housing through planned programmes for construction, acquisition, leasing, maintenance and refurbishment.	3 7 8	NOAC
To optimise the use of housing land banks and increase land bank reserves.	7 8	
To ensure casual vacancies are re let in a timely fashion.		NOAC
To optimise the use of housing stock while at the same time achieving value for money.	3 8	

SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
To provide for the housing needs of Vulnerable Groups.	6 8	
To meet the needs as set out in the Traveller Accommodation Plan.	6 8	TAP
To meet the needs of Homeless in County Monaghan.	6 8	RHS
To promote home ownership by increasing the range of housing accessible procurement alternatives.	8	
To co-ordinate a programme of work to bring Derelict / Vacant properties back into use.	1 6 8	
To ensure Private House grants for people with a disability and older people in our communities to meet the priority needs in County Monaghan.	8	
To promote a high standard of private rented dwellings.	8	NOAC

TAP – Traveller Accommodation Programme / RBI – Re-Building Ireland Targets /  
RHS – Regional Homeless Strategy / SHPD – Strategy for Housing Persons with a Disability  
NOAC - National Oversight and Audit Commission

## TRANSPORTATION



SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
To maintain & improve the structural quality of the road network.	7	NOAC
To plan, develop and progress strategic infrastructural routes.	7	
To provide an appropriate and adequate road maintenance service.	1 7	NOAC
Ensure effective administration & governance of Roads Programmes.	2 7 9	
Maintain & Implement a flood management Strategy.	1	
Enhance the safety of the road network.	1 3	



## PLANNING

SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
<p>To provide an effective, equitable and consistent planning service</p> <p>Operate a Development Management System in compliance with legislative and policy requirements</p> <p>Operate an enforcement system in line with legislative and policy requirements</p> <p>Implement development contribution scheme within legislative and policy requirements.</p>	1 3 4 6	NOAC
<p>To ensure a planning policy framework for balanced and sustainable development in the urban and rural areas.</p> <p>Develop a planning policy framework within legislative and policy requirements.</p>	1 4 6	
<p>Manage and protect the built heritage within the County.</p>	3 5 6	
<p>Resolve remaining unfinished housing developments in the county and take in charge developments as required.</p>	1 6	
<p>Reduce the level of dereliction.</p>	1 6	



## ECONOMIC DEVELOPMENT & TOURISM

SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
<p>Develop a strategy to promote entrepreneurship, foster business start-ups, and develop existing businesses, including those sectors with significant export potential.</p> <p>Promote economic sustainability and development in County Monaghan by progressing the County as a location for investment and employment creation through:</p> <ul style="list-style-type: none"> <li>Development of a strategy to attract public and private investment.</li> <li>Devise a strategy to improve the quality and diversity of employment in the County.</li> </ul>	4	NOAC
<p>To develop a sustainable tourism industry in the county which will lead to an increase in visitor numbers and visitor revenue.</p>	1 4 5	



## COMMUNITY DEVELOPMENT



SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
Support and facilitate the work of the Local Community Development Committee (LCDC) in partnership with Statutory and Non-Statutory Agencies.  LCDC to deliver and implement Social and Economic Development through the Local Economic and Community Planning Process (LECP), Social Inclusion and Community Activation Programme (SICAP) and the Rural Development Programme (LEADER).	3 6 12	
To achieve Peace programme/s objectives.	4 5 6 7	
To promote equality and inclusion for all service users by developing cross departmental actions and policies.	3 6	NOAC
Support the Public Participation Network (PPN) in realising its role and function.	3 6 12	NOAC
Work to strengthen local community groups by supporting the Local Community Sector in developing local initiatives.	3 6 12	
Implement the National Cycle Policy Framework actions for LA's.	3 6 12	
Implement Monaghan Sports Partnership Strategic Plan 2019-2023	5 6	
Implement Healthy Monaghan Strategy 2019 - 2022	6	
Implement Migrant Integration Strategy	3 5 6	
Implement Monaghan Age Friendly Strategy 2020 - 2024	3 6	
Implement Comhairle na nÓg programme	2 6	





## ENVIRONMENT

SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
To implement legislation and policy with regard to water quality for both surface and groundwaters in the County.  Working toward achieving an improvement in water quality status in all water bodies in the County.	1 12	
To implement legislation and policy with regards to waste management.	1 12	NOAC
To provide and maintain recycling infrastructure in towns and villages in the County.  To seek EPA authorisation for historic landfills previously operated by Monaghan County Council.	1 7 12	
To develop innovative environmental awareness projects for targeted audiences.	1 3 11 12	
To implement the objectives of County Monaghan Litter Management Plan.	1	
To improve air quality through the implementation of air quality legislation.  Work with EPA in roll out of the national Ambient Air Monitoring Program.	1 12	
To protect public health by ensuring food safety compliance in food businesses under Monaghan County Council supervision.  To ensure public safety from uncontrolled animals and to protect health and welfare of animals in establishments under supervision of Monaghan County Council.	1 3	



## CLIMATE CHANGE

SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
To build resilience to the impacts of climate change across all council functions and services through the implementation of the Monaghan County Council Climate Change Adaptation Strategy 2019-2024.  To progress Climate Change Mitigation through further reducing greenhouse gas emissions.  Deliver on the actions and commitments in the "Local Authority Climate Action Charter".  Build appropriate staff confidences and capacities to lead and drive the Climate Change agenda.  Lead and support local communities, businesses and industry in delivering initiatives to tackle Climate Change.	1 12	





## WATER SERVICES



SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
To fulfil obligations under the Service Level Agreement and Annual Service Plan with Irish Water.	1 3 7	IW SLA
Execute duties as the Water Authority for Group Water Schemes and small private water supplies under the Drinking Water Regulations 2014.	1 3 7	NOAC
Implementation of The County Monaghan Rural Water Programme.		

## FIRE & EMERGENCY SERVICES



SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
Provide and develop an inclusive, effective & efficient prevention, protection and response fire & rescue service, locally identified risks, responsive to the needs of our community and in a manner that reflects the diversity of our communities.	3 6	
To provide a healthy and safe working environment.		
Provide accessible community support.	1 3 6	
Develop response to Major Emergencies.		

## LIBRARY SERVICES



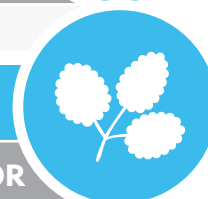
SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
Implement Monaghan County Library Development Plan 2019 – 2022.	3 5 6	
Implement annual Right to Read Action Plan.	3 5 6	
Implement Monaghan Culture & Creativity Strategy Monaghan 2018-2022.	3 4 5 6	
Appoint a County Archivist.	3	

## ARTS OFFICE



SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
Implementation of the Co Arts Development Plan.	5	

## HERITAGE



SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
Implement Monaghan Heritage and Biodiversity Strategic Plan 2020-2025.	3 5 6	
Implement the Culture & Creativity Strategy Monaghan 2018-2022.	3 5 6	
Pollinator Plan Guidelines for Local Authorities.	1 5 12	
Collaborative Action for the Natura Network Interreg V project.	1 5 12	

## MUSEUM



SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
Implement Peace Campus Programme Plan.	3 4 5 6 7	
Implement the Monaghan Culture & Creativity Strategy Monaghan 2018-2022.	3 5 6	

## CORPORATE SERVICES



SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
To ensure democratic accountability and effective governance. Provide robust business management, risk management, audit and corporate governance structures and systems in compliance with statutory obligations.	2 3 9 11	
Manage the Annual Register of Electors. Organise Local Elections and Election Count. To promote and deliver accessible information on voter participation.	3	
To ensure compliance with legislative and statutory obligations in service delivery.	3 9	
Deliver quality inclusive services to our customers that reflects the diversity of our communities.	3	
Enable the public to gain access to records held by the Council to the greatest extent possible consistent with the right to privacy and the public interest.	3	



## CORPORATE ASSETS



SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
Asset management of Public Lighting & continued optimisation of energy efficiency.	7 12	
Continue to progress Public Sector energy efficiency target.	7 12	
Delivery of Capital Programme.		
Application of Monaghan County Council Accessible procurement strategy to all capital projects.	7 12	
Coordinate the management of the Council's property portfolio & ensure modern facilities for the delivery of services.	7 9	

## FINANCE



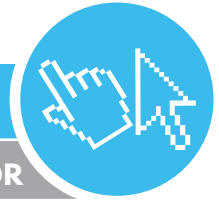
SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
Compliance with Statutory Regulations.	9	
Operate efficiently to support all Council functions/ Members of the public/ Local businesses.	2 3 6 9	
Monitor and strive to continuously improve Financial Management.	9	
Demonstrate effective Asset Management.	9	
Continuously review and improve Financial Administration function.	9	

## HUMAN RESOURCES



SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
Plan and deliver our Organisation's Workforce requirements.	3 10	NOAC
Be an employer of Choice.	3 10	
Create culture of continuous learning and development.	3 10	
Empower and enable our managers and supervisors.	10	
Promote positive employee relations and engagement.	10	
Create a fair, supportive and healthy working environment.	10	

# ICT



SUPPORTING STRATEGY	HIGH LEVEL GOAL	INDICATOR
Provide a modern, secure, green and accessible ICT infrastructure to enable efficient and reliable service delivery.	1 3 11	
Lead innovation, and develop and support initiatives through collaboration at local, regional, national and EU level.	3 11	
Upgrade and Implement new and emerging software and systems where appropriate, including AI and Robotics, while keeping in mind accessibility, security, privacy and information management requirements.	3 11	
Implement and maintain high quality GIS systems and open data technologies.	3 11	
Provide broadband, wifi facilities and online services to staff, libraries and the community.	3 4 6 7 11	
Implement and promote remote working technologies including mobile devices and apps, virtual teams, conferencing facilities.	3 4 7 11	
Provide high quality technical support to all our customers.	3 11	





# 8.0

## Implementation and Monitoring of the Plan

**The implementation, monitoring and measurement of this Corporate Plan is important to Monaghan County Council and more especially, to our citizens and customers – the people at the heart of the ambitions in the plan.**

The realisation of our Goals and Objectives will be driven by the senior management team and the staff of the Council (in certain instances, in tandem with other stakeholders). In order to deliver in this regard and to achieve and report on the achievement of these goals and objectives, each department within the Council will develop Annual Service Plans to an agreed consistent and detailed action plan template. This approach will ensure that there is a clear, simple and direct linkage and synergy between the goals and objectives outlined in the Corporate Plan, the related detailed actions within the Annual Service Plans and individual responsibilities at operational levels through team and PMDS plans.

The performance of the Council against the objectives set out in this Corporate Plan will be assessed on a frequent and structured basis. The plan sets out the framework for the annual service delivery plan. Section 134A of the Local Government Act 2001 as amended by section 50 of the local government act 2014, requires that an annual service

delivery plan be prepared setting out in detail the activities to be undertaken across all directorates to deliver on the objectives of the Corporate Plan .

Section 34 of the Local Government Act 2001 requires that the Council include a progress report on the implementation of the Corporate Plan in each year's Annual Report. The Council complies with this requirement on an annual basis, presenting the report to members. In addition updates are provided monthly in the Chief Executives Monthly Management Report to Council.

The National Oversight and Audit Commission (NOAC) will assess the adequacy of the Corporate Plan and evaluate its implementation. A copy of the plan when adopted will be submitted to NOAC. The Performance Indicators as determined by NOAC will serve to monitor the performance of the Council on an annual basis.

Appendix V Details the Key Performance Indicators.

# APPENDICES

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## APPENDIX I: LIST OF RELEVANT STRATEGIES AND PLANS

Given the broad scope of functions and services that Monaghan Co Council delivers, we must have regard to a wide range of national, regional and local strategies and policies, many of which are meeting Ireland's obligations under EU legislation. The Council is active, either directly or through sectoral bodies such as the LGMA, in working with Government Departments and other agencies in meeting policy objectives. The following Strategies and Plans were taken into consideration when drafting and developing this Corporate Plan.

### National/EU

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- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025 (to be published 2019)
- Brighter Outcomes Better Futures: The national policy framework for children and young people 2014-2020
- Climate Action Plan 2019 To Tackle Climate Breakdown
- DCCAE: National Cyber Security Strategy <https://www.dccae.gov.ie/en-ie/communications/topics/Internet-Policy/cyber-security/national-cyber-security-strategy/Pages/NCSC-Strategy.aspx> and current consultation <https://www.dccae.gov.ie/en-ie/communications/consultations/Pages/2019-National-Cyber-Security-Strategy.aspx>
- DCCAE: National Digital Strategy <https://www.dccae.gov.ie/en-ie/communications/topics/Digital-Strategy/Pages/default.aspx>
- DEBI Innovation 2020 <https://dbei.gov.ie/en/Publications/Publication-files/Innovation-2020.pdf>
- Digital Single Market [https://ec.europa.eu/commission/priorities/digital-single-market\\_en](https://ec.europa.eu/commission/priorities/digital-single-market_en)
- eGovernment Strategy <https://egovstrategy.gov.ie/>
- EU 'Floods' Directive
- EU Strategy on Adaptation to Climate Change
- European Flood Awareness System (EFAS)
- Flood Risk Management Plans and Maps produced under National CFRAM (Catchment Flood Risk Assessment & Management) programme ([floodinfo.ie](http://floodinfo.ie))
- Guidelines on the Planning System and Flood Risk Management
- Marine Planning Policy Statement (to be adopted Q3 of 2019)
- Met Eireann strategic plan 2017-2027 <https://www.met.ie/about-us/strategy>
- National Adaptation Framework (2018)
- National Broadband Plan
- National Development Plan
- National Flood Forecasting and Warning Service (date from monitoring stations - [waterlevel.ie](http://waterlevel.ie))
- National Heritage Plan - Heritage Ireland 2030

- National Housing Strategy for People with a Disability (NHSPWD)
- National Marine Planning Framework (to be adopted by end 2020)
- National Planning Framework 2040 <http://npf.ie/>
- National Social Enterprise Policy for Ireland 2019-2022
- National Traveller and Roma Inclusion Strategy 2017-2021
- National Vacant Housing Reuse Strategy
- Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities
- Our Public Service 2020 (with particular reference to actions relating to Public Participation Networks and Local Community Development Committees). <https://ops2020.gov.ie>
- People, Place and Policy – Growing Tourism to 2025 and the associated Tourism Action Plans
- Policy on Property Acquisition and Disposal
- Protocols on Transfer and Sharing of Property Assets
- Public Sector Energy Efficiency Strategy
- Public service Data strategy <https://www.osi.ie/news/public-service-data-strategy-2019-2023/>
- Public Service ICT Strategy
- Rebuilding Ireland
- Renewable Electricity Policy and Development Framework (REPDF)
- River Basin Management Plan for Ireland 2018-2021.
- Rural Development Policy 2020+ Next phase
- Strategy for the Future Development of National and Regional Greenways
- Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland
- The National Language Strategy 2010-2030 <https://www.chg.gov.ie/app/uploads/2019/04/action-plan-1-2018-2022-1.pdf>
- The National Oil Spill Contingency Plan (DTTAS) (due for publication Sept 2019)
- The National Search and Rescue Plan (DTTAS) (due for publication July 2019)
- Water Services Policy Statement 2018-2025.
- Wind Energy Development Guidelines (WEDGS)
- Preserving the Past, Shaping the Future. Local Authority Museums' Network Strategy 2016-2019
- Culture 2025: A framework policy to 2025
- Creative Ireland Programme 2017 - 2022
- Heritage Ireland 2030
- National Biodiversity Action Plan 2017 – 2021
- Energy Performance in Buildings Directive
- Framework for Building Control Authorities 2016
- A Framework for Major Emergency Management 2006
- Keeping Communities Safe - A Framework for Fire Safety in Ireland
- Towards 2030 Policy Document for Civil Defence
- Water Services Strategic Plan
- Irish Water Business Plan
- Waste Water Sludge Management Plan
- National Water Resource plan
- Irish Water Codes of Practice
- Irish Water Revenue Control (2020-2024)
- Irish Water Performance Assessment
- Irish Water Customer Handbook
- Drinking Water Regulations (S.I. No. 122 of 2014) (S.I. No. 464 of 2017)
- Urban Waste-water Treatment Directive (91/271/EEC)



## National/EU (contd.)

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- Waste Water Discharge (Authorisation) Regulations 2007
- Water Services Policy Statement 2018-2025
- Local Government ICT Strategy 2017 – 2022
- Road Safety Strategy 2013 – 2020
- TII Statement of Strategy 2019 – 2023
- DTTAS Statement of Strategy 2016 – 2019
- Future Jobs Ireland – 2019
- Project Ireland 2040
- Enterprise 2025 Renewed

## Regional

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- ERDF Operational Programmes 2014-2020
- Flood Risk Management Plans and Maps including relevant local plans ([floodinfo.ie/publications/](http://floodinfo.ie/publications/))
- Regional Spatial and Economic Strategies
- Southern, Connacht/Ulster, Eastern/Midlands Regional Assembly Operational Programmes
- Regional Planning Guidelines & Regional Spatial and Economic Strategies Other Local Authorities Best Practice
- Regional Planning Guidelines 2010 - 2022 (Border Regional Authority)
- The Regional Indicators Report – Monitoring Framework for the Implementation of the Regional Planning Guidelines
- The Connacht Ulster Regional Waste Management Plan
- Strategy Plans of other Regional Bodies, e.g. HSE, Garda Síochána
- Integrated Catchment Management – new approach involving Public Participation (EPA led, due 2015)
- A Framework for Major Emergency Management ‘Plan for Regional Level Co-ordination’
- North East Regional Enterprise Plan
- Regional Homeless Strategy 2018-2020

## Local

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- Local Economic and Community Plans
- Development Plans of adjoining Planning Authorities
- County Development Plan 2019-2025
- Sustainable Development
- Local Development Agency Plans
- Housing Assistance Payment Programme
- Local Enterprise Development Plans
- PPN Well-Being Statement
- Monaghan County Museum Strategic Management Plan 2014 -2018
- Age Friendly plans
- Litter Management Plan
- Monaghan County Council Arts Development Plan 2016 – 2020
- Monaghan Culture and Creativity Strategy 2018 - 2022
- Monaghan Heritage and Biodiversity Strategic Plan 2020-2025
- Empowering Possibilities: Monaghan County Library Service Development Plan 2018 2022
- Monaghan Fire & Civil Protection Operational Plan 2018-2022



## Local (contd.)

- Monaghan Fire & Civil Protection  
Community Fire Safety Policy 2020-2014
- Monaghan Fire & Civil Protection  
Civil Defence Strategic Plan
- Irish Water Service Level Agreement
- IW/MCC ASP
- Carrickmacross Walking and Cycling Strategy
- Castleblayney Walking and Cycling Strategy
- Monaghan County Council Winter  
Service Plan 2019 – 2020
- Monaghan County Council Road  
Safety Plan 2017 - 2020
- Monaghan County Council Noise  
Action Plan 2018 – 2013
- Traveller Accommodation Strategy 2019-2024
- Tourism Statement of Strategy and  
Work Programme 2017 - 2022
- Monaghan County Council Climate  
Change Adaptation Strategy 2019-2024
- Recommended Minimum Criteria for  
Environmental Inspections (RMCEI) Plan
- Sliabh Beagh Masterplan
- Healthy Monaghan Strategy 2019-2022
- Migrant Integration Strategy
- Monaghan Age Friendly Strategy 2020-2024

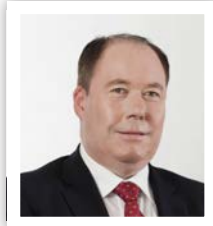
## APPENDIX II: LIST OF SERVICES

- Amenities
- Arts, Culture and Heritage
- Built Heritage
- Cemeteries
- Civic Participation
- Civil Protection
- Community Development
- Economic Development
- Environment: Water, Litter, Waste Management, Veterinary Services, Climate Adaption
- 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 : Ballybay-Clones; Carrickmacross-Castleblayney; Monaghan.

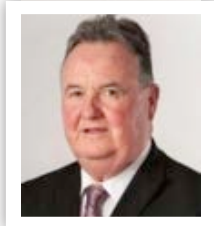
## APPENDIX III: LIST OF ELECTED REPRESENTATIVES

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

### BALLYBAY-CLONES MUNICIPAL DISTRICT



**Cllr Seamus  
COYLE (FF)**



**Cllr Pat  
TRENOR (SF)**



**Cllr Sean  
GILLILAND (FG)**

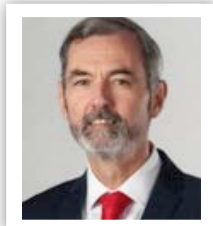


**Cllr Hugh  
MCELVANEY (IND)**



**Cllr Richard  
TRUELL (FG)**

### MONAGHAN MUNICIPAL DISTRICT



**Cllr Sean  
CONLON (SF)**



**Cllr Cathy  
BENNETT (SF)**



**Cllr Brian  
MCKENNA (SF)**



**Cllr Raymond  
AUGHEY (FF)**



**Cllr David  
MAXWELL (FG)**



**Cllr Seamus  
TRENOR (IND)**

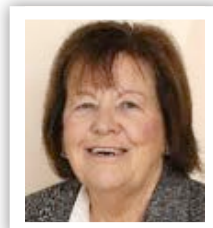


**Cllr Paudge  
CONNOLLY (IND)**

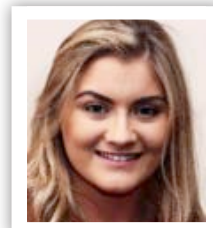
### CARRICKMACROSS-CASTLEBLAYNEY MUNICIPAL DISTRICT



**Cllr Aidan  
CAMPBELL (FG)**



**Cllr Mary  
KERR-CONLON (FG)**



**Cllr Aoife  
MC COOEY (FF)**



**Cllr PJ  
O'HANLON (FF)**



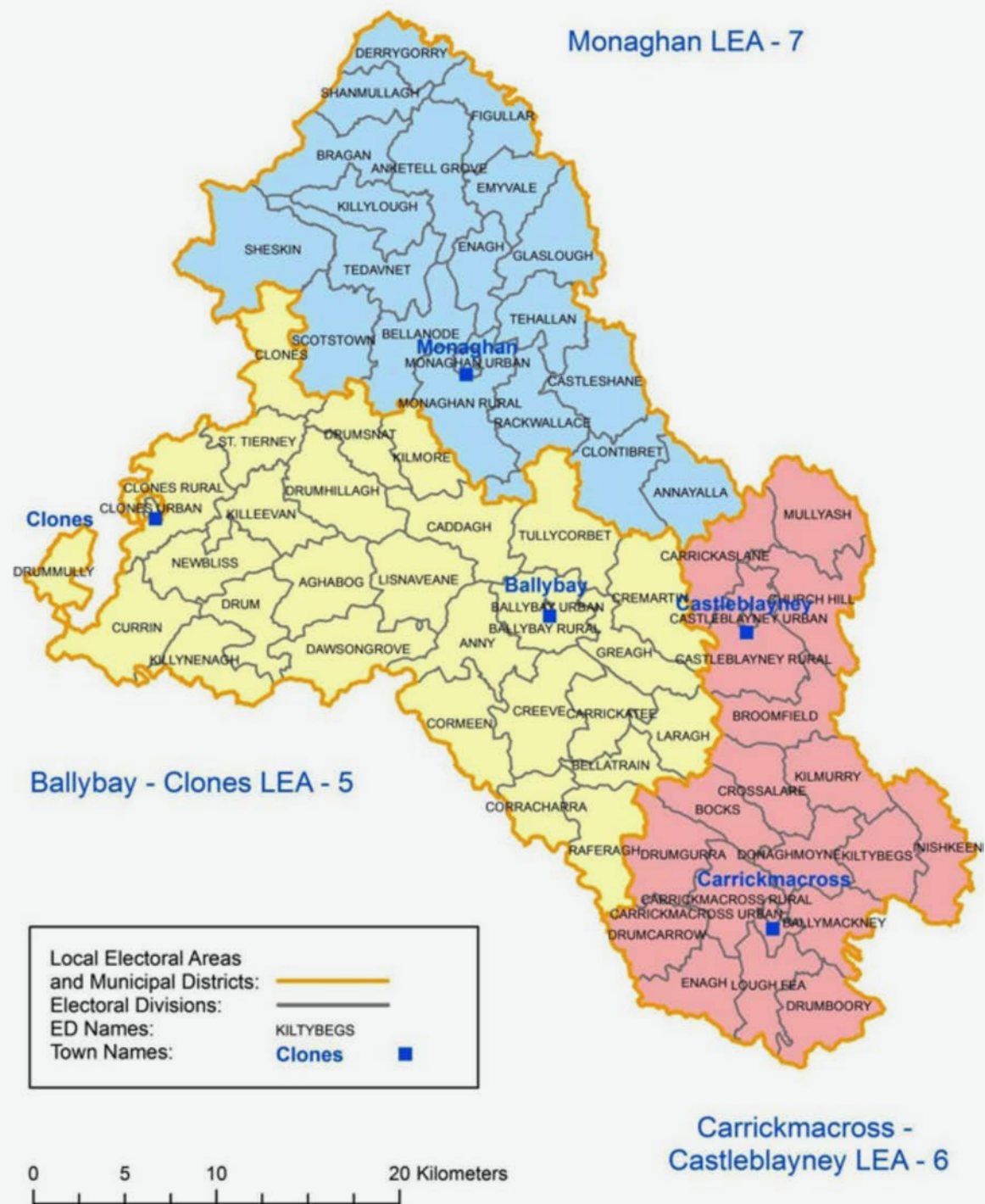
**Cllr Noel  
KEELAN (SF)**



**Cllr Colm  
CARTHY (SF)**

## APPENDIX IV: LOCAL ELECTORAL AREA BOUNDARIES - COUNTY MONAGHAN

### County Monaghan



## APPENDIX V - PERFORMANCE INDICATORS

Monaghan County Council will use the national service indicators established by the National Oversight and Audit Commission (NOAC) for the local government sector. These apply across all key service areas. The Council will use the 2018 data as the baseline for monitoring progress in achieving its objectives in the 2019-2024 period.

The Council will complement the NOAC indicators with other data, such as that required under the Rebuilding Ireland Programme for housing or that generated under the Service Level agreement with Irish Water. The intention is to use indicators for all service areas, where available, and these will be incorporated and expanded on in the Annual Service Delivery Plans and Progress Reports.

### HOUSING (INDICATOR H1 TO H6)

TOPIC	INDICATOR	BASELINE 2018
H1 Social Housing Stock	A. No. of dwellings in the ownership of the LA at 01/01/2018	1512
	B. No. of dwellings added to the LA owned stock during 2018 (whether constructed or acquired)	44
	C. No. of LA owned dwellings sold in 2018	15
	D. No. of LA owned dwellings demolished in 2018	0
	E. No. of dwellings in the ownership of the LA at 31/12/2018	1541
	F. No. of LA owned dwellings planned for demolition under a DHPLG approved scheme	0
H2 Housing Vacancies	A. % of the total number of LA owned dwellings that were vacant on 31/12/2018	0.91%
H3 Average RE-letting Time & Cost	A. Time taken from date of vacation of a dwelling to the date in 2018 when the dwelling is re-tenanted, averaged across all dwellings re-let during 2018 (weeks)	8.9
	B. Cost expended on getting the dwellings re-tenanted in 2018, averaged across all dwellings re-let in 2018 (€)	14,996.73
H4 Housing Maintenance Cost	A. Expenditure during 2018 on the maintenance of LA housing compiled from 01/01/2018 – 31/12/2018, divided by no. of dwellings in LA stock at 31/12/2018, i.e. H1E – H1F indicator figure	792.96
H5 Private Rented Sector Inspections	A. Total no. of registered tenancies in the LA area at the end of June 2018	2262
	B. No. of rented dwellings inspected in 2018	327
	C. % inspected dwellings in 2018 not compliant with Standards Regulations	70.34
	D. No. of non-compliant dwellings that became compliant during 2018	127

H6 Long Term Homeless Adults	A. No. of adult individuals in emergency accommodation that are long-term homeless as a % of the total no. of homeless adult individuals in emergency accommodation at end of 2018	0
	B. No. of adult individuals classified as homeless and in emergency accommodation on the night of 31/12/2018 as recorded on PASS system	2

## ROADS (INDICATOR R1 TO R3)

TOPIC	INDICATOR	BASELINE 2018
R1 Pavement Surface Condition Index (PSCI) Ratings	% Regional Road that received a PSCI Rating in the 24 month period to 31/12/2018	100
	% Local Road that received a PSCI Rating in the 24 month period to 31/12/2018	99
	% Local Secondary Road that received a PSCI Rating in the 24 month period to 31/12/2018	97
	% Local Tertiary Road that received a PSCI Rating in the 60 month period to 31/12/2018	96
	% total Regional Road KMs with a PSCI rating of 1-4	8
	% total Regional Road KMs with a PSCI rating of 5-6	22
	% total Regional Road KMs with a PSCI rating of 7-8	31
	% total Regional Road KMs with a PSCI rating of 9-10	40
	% total Local Primary Road KMs with a PSCI rating of 1-4	7
	% total Local Primary Road KMs with a PSCI rating of 5-6	16
	% total Local Primary Road KMs with a PSCI rating of 7-8	43
	% total Local Primary Road KMs with a PSCI rating of 9-10	34
	% total Local Secondary Road KMs with a PSCI rating of 1-4	20
	% total Local Secondary Road KMs with a PSCI rating of 5-6	18
	% total Local Secondary Road KMs with a PSCI rating of 7-8	47
	% total Local Secondary Road KMs with a PSCI rating of 9-10	15
	% total Local Tertiary Road KMs with a PSCI rating of 1-4	20
	% total Local Tertiary Road KMs with a PSCI rating of 5-6	11

	% total Local Tertiary Road KMs with a PSCI rating of 7-8	50
	% total Local Tertiary Road KMs with a PSCI rating of 9-10	15
R2 Regional Roads Grants Works	KMs of regional road strengthened during 2018	7.1
	Amt expended on regional road strengthening during 2018 (€)	1,477,989
	KMs of regional road resealed during 2018	13.5
	Amt expended on regional road resealing during 2018 (€)	421,463
	KMs of local road (i.e. total of primary, secondary and tertiary) strengthened during 2018	39.9
	Amt expended on local road (i.e total of primary, secondary and tertiary) strengthening during 2018 (€)	4,313,022
	KMs of local road resealed during 2018	49.1
	Amt expended on local road resealing during 2018 (€)	857,024
R3 % of Motor Tax transactions conducted on line	% of motor tax transactions which were dealt with online in 2018	63.76

## WATER (INDICATOR W1)

TOPIC	INDICATOR	BASELINE 2018
W1 % drinking water in private schemes in compliance with statutory requirements	% drinking water in private schemes in compliance with statutory requirements	99.04

## WASTE/ENVIRONMENT (INDICATOR E1 TO E4)

TOPIC	INDICATOR	BASELINE 2018
E1 % of households availing of a 3 bin service	A. No. of households, based on 2016 Census, who are situated in an area covered by a licensed operator providing a 3 bin service at 31/12/2018	2,938
	B. % of households within the local authority (per 2016 census) that the number of A represents	13.59
E2 % Environmental pollution complaints closed	Total no. of cases that were the subject of a complaint during 2018	569
	Total no. of pollution cases closed during 2018	553
	Total no. of pollution cases on hand at 31/12/2018	24
E3 % LA area within the 5 levels of litter pollution	% area unpolluted or litter free	19

	% area slightly polluted	67
	% area moderately polluted	13
	% area significantly polluted	1
	% area grossly polluted	0
E4 % of schools that have been awarded green flag status	% of schools that have been awarded green flag status	48.65

## PLANNING (INDICATOR P1 TO P5)

TOPIC	INDICATOR	BASELINE 2018
P1 New Buildings Inspected	Buildings inspected as a percentage of new buildings notified to the local authority	30.93
P2 Planning Decisions Confirmed by ABP	A. No. of LA planning decisions which were the subject of an appeal to ABP that were determined by the Board on any date in 2018	14
	B. % of the determinations at A which confirmed (either with or without variation) the decision made by the LA	64.29
P3 Planning Enforcement cases closed as resolved	A. Total no. of planning cases referred to or initiated by the LA in the period 01/01/2018 – 31/12/2018 that were investigated	103
	B. Total no. of investigated cases that were closed during 2018	73
	C. % of the cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development	64.38
	D. % of the cases at B that were resolved to the LA's satisfaction through negotiations	17.81
	E. % of the cases at B that were closed due to enforcement proceedings	17.81
	F. Total no. of planning cases being investigated as at 31/12/2018	314
P4 Cost per capita of Planning Service	The 2018 AFS Programme D data divided by the population of the LA area per 2016 Census (€)	32.26
P5 Applications for Fire Safety Certificates	% of applications for fire safety certificates received in 2018 that were decided (granted or refused) within two months of their receipt	97.83
	% of applications for fire safety certificates received in 2018 that were decided (granted or refused) within an extended period agreed with the applicant	0

## FIRE SERVICES (INDICATOR F1 TO F3)

TOPIC	INDICATOR	BASELINE 2018
F1 Cost Per Capita	A. AFS Programme E expenditure data for 2018 divided by the population of the LA area per the 2016 Census figures for the population served by the fire authority as per the Risk Based Approach Phase One reports (€)	44.13
F2 Service Mobilisation	A&B. Average time taken, in minutes, to mobilise fire brigades in respect of fire	5.16
	C&D. Average time taken, in minutes, to mobilise fire brigades (retained fire service) in respect of all other (non-fire) emergency incidents	6.15
F3 % Attendance Times at Scenes	A. % of cases in respect of fire in which first attendance at the scene is within 10 minutes	34.75
	B. % of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes	53.39
	C. % of cases in respect of fire in which first attendance at the scene is after 20 minutes	11.86
	D. % of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes	29.03
	E. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes	60.48
	F. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes	10.48

## LIBRARY (INDICATOR L1 TO L2)

TOPIC	INDICATOR	BASELINE 2018
L1 Library Visits and Issues	A. No. of library visits per head of population for the LA area per the 2016 census	3.78
	B. Number of items issued to library borrowers in the year	168,186
L2 Cost of Operating a Library Service	A. AFS Programme F data for 2018 divided by the population of the LA area per the 2016 Census (€)	42.42



## YOUTH & COMMUNITY (INDICATOR L1 TO L2)

TOPIC	INDICATOR	BASELINE 2018
Y1	% of local schools involved in the local Youth Council/ Comhairle na nÓg scheme	91.67
Y2	No. of organisations included in the County Register at 31/12/2018 and the proportion of those organisations that opted to be part of the Social Inclusion College within the PPN	15.83

## CORPORATE (INDICATOR C1 TO C5)

TOPIC	INDICATOR	BASELINE 2018
C1 Total no. WTEs	The wholtime equivalent staffing number as at 31/12/2018	400.49
C2 Working Days Lost to Sickness	A. % of paid working days lost to sickness absence through medically certified leave in 2018	3.49
	B. % of paid working days lost to sickness absence through self-certified leave in 2018	0.20
C3 LA Website and Social Media Usage	A. Total page views of the local authority's websites in 2018	1,086,690
	B. Total number of followers at end of 2018 of the LA's social media accounts	62632
C4 Overall cost of ICT provision per WTE	All ICT expenditure in the period from 01/01/2018 to 31/12/2018, divided by WTE no. supplied under the C1 indicator	4,030.33
C5 Overall cost of ICT as a proportion of Revenue Expenditure	All ICT expenditure calculated in C4 as a proportion of Revenue Expenditure	2.65

## FINANCE (INDICATOR M1 TO M2)

TOPIC	INDICATOR	BASELINE 2018
M1 5 Year Summary of Revenue Account Balance	A. Revenue Balance 2014 (€)	-2,879,914
	B. Revenue Balance 2015 (€)	-2,704,446
	C. Revenue Balance 2016 (€)	-2,219,049
	D. Revenue Balance 2017 (€)	-2,377,340
	E. Revenue Balance 2018 (€)	-2,300,467

	F. Cumulative surplus or deficit at 31/12/2018 as % of AFS Total Income	-3.72
	G. Revenue Expenditure per capita in 2018 (based on 2016 Census)	992.13
M2(A) 5 Year Summary of Collection of Commercial Rates	% Commercial Rates Collected 2014	64
	% Commercial Rates Collected 2015	77
	% Commercial Rates Collected 2016	82
	% Commercial Rates Collected 2017	85
	% Commercial Rates Collected 2018	89
M2(B) 5 Year Summary of Collection of Rent & Annuities	% Rent & Annuities Collected 2014	95
	% Rent & Annuities Collected 2015	95
	% Rent & Annuities Collected 2016	95
	% Rent & Annuities Collected 2017	96
	% Rent & Annuities Collected 2018	96
M2(C) 5 Year Summary of Collection of Housing Loans	% Housing Loan Collected 2014	80
	% Housing Loan Collected 2015	80
	% Housing Loan Collected 2016	80
	% Housing Loan Collected 2017	77
	% Housing Loan Collected 2018	78

## ECONOMIC DEVELOPMENT (INDICATOR J1 TO J2)

TOPIC	INDICATOR	BASELINE 2018
J1	No. of jobs created with assistance from the Local Enterprise Office during the period 01/01/2018-31/12/2018	134
J2	A. No. of trading online voucher applications approved by the Local Enterprise Office in 2018	19
	B. No. of those trading online vouchers that were drawn down in 2018	9



## **APPENDIX VI: ASSESSMENT OF HUMAN RIGHTS AND EQUALITY ISSUES**

**The Irish Human Rights and Equality Act 2014 requires public bodies to have regard to the need to eliminate discrimination, promote equality of opportunity, and protect human rights in carrying out their functions.**

A cross departmental committee was established in Monaghan County Council to implement an assessment of human rights and equality issues that present for both staff and service users. The identification of these issues will inform the development of Monaghan County Council's Public Sector Duty Plan. The Public Sector Duty Plan will aim to meet our legislative requirements under Section 42 of the Irish Human Rights and Equality Act 2014. In the context of the Public Sector Duty, Monaghan County Council categorised the services of the organisation into four key areas:

- 1. Services that support, protect and enhance the life of the public**
- 2. Services that are provided on a one to one more individual basis**
- 3. Services to staff and potential staff**
- 4. Services to vulnerable groups**

The current challenges within Monaghan County Council in relation to protecting human rights and promoting equality for service users and staff were identified during three consultation sessions with staff facilitated by the Irish Human Rights and Equality Commission as part of the LGMA Public Sector Duty pilot project. The key issues identified have been collated into four thematic areas. Monaghan County Council will develop a Public Sector Duty plan to be delivered during the implementation of the Corporate plan 2020-2024.



**MONAGHAN COUNTY COUNCIL**  
Corporate Plan 2020-2024

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