



Comhairle Contae Mhuineacháin  
Monaghan County Council

# MONAGHAN COUNTY COUNCIL



CORPORATE PLAN 2024 – 2029

*Lough Muckno, Castleblayney*





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# FOREWORD FROM CATHAOIRLEACH AND CHIEF EXECUTIVE



**Cllr. Paul Gibbons**, Cathaoirleach,  
Monaghan County Council



**Robert Burns**, Chief Executive,  
Monaghan County Council

“ WE LOOK FORWARD TO AN EXCITING AND CHALLENGING FIVE YEARS DELIVERING FOR MONAGHAN.”

As Cathaoirleach and Chief Executive of Monaghan County Council, we are delighted to welcome the Corporate Plan 2024-2029.

This Plan draws together the strategic ambition of the Council and sets out an impressive programme of work over the coming five years to deliver on our vision for a thriving, entrepreneurial, and vibrant community in Monaghan, supported by a prosperous economy and a sustainable environment. This is enabled by our mission and our corporate values.

The Corporate Plan brings together the aims and objectives of our key plans and strategies, including the forthcoming County Development Plan and our Local Economic and Community Plan, into a clear strategy for the organisation, setting out our goals, objectives, and actions, along with how we will monitor and assess the progress and successful delivery of our intended outcomes. It has been developed in consultation with Council management and staff, elected representatives, and the community of Monaghan.

Our Corporate Goals are aligned with national strategy and policy and are intended to respond to the needs of the people of Monaghan and the principal challenges for the County in the coming years. We will work collaboratively and proactively with our community, with government, and with all our stakeholders to realise the vision and deliver for the future. We have enshrined our commitment to the Public Sector Human Rights Duty, the United Nations Sustainable Development Goals, and our Climate Action Plan objectives in our Corporate Plan, and have ensured alignment with these across all our goals and objectives.

This Corporate Plan enables the Council to plan strategically, monitor and review progress, and evaluate performance against our goals and objectives. It will form the basis of our Annual Service Delivery Plans over the next five years, which in turn will be the foundation for departmental and individual performance and development plans. Our strategic workforce plan will be developed on the basis of this Corporate Plan and will enable us to manage and allocate resources effectively to achieve our goals.

Local democracy is at the core of Monaghan County Council and the Elected Members and management and staff of the Council will work together on behalf of the people of Monaghan to make the County the best it can be for all who live, work, invest, or visit. The Elected Members and Strategic Policy Committees will monitor the progress of the strategic actions within the Plan and will hold the executive to account for its successful implementation.

We look forward to an exciting and challenging five years delivering for Monaghan.

# INTRODUCTION



## This Corporate Plan 2024-2029 sets out the strategic framework for the Council for the term of the Councillors elected in June 2024.

The 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 this Plan, the Council has taken into account a wide range of regional, national, and international plans and policies relevant to the Council, as set out in the Department of Housing, Local Government and Heritage 'Local Authority Corporate Plans Guidelines for the 2024-2029 cycle'.

Our approach for the development of this Corporate Plan was shaped by a desire to engage with a wide range of stakeholders, including staff and management, Councillors, the public and Public Participation Network, and various other stakeholders. The Council commissioned Crowe Ireland to facilitate the process and to manage the stakeholder consultation process. Consultation was conducted in a number of forms to allow for widespread engagement and input, which included staff and public surveys, one-to-one engagements, workshops and focus groups, and invitations for submissions.

### **Our Council's Covid Response**

Our previous Corporate Plan was launched just before the Covid pandemic restrictions were implemented. Our Council team are to be commended for continuing to deliver services to support our communities throughout this difficult time, including those who maintained frontline services and responded to community needs in innovative ways, such as Libraries, Community Section, Finance, Fire, and Civil Defence. Our IT and HR teams supported staff with the radical changes to where and how we worked, and with the impact of the pandemic on the entire Council team. Our Elected Members willingly adapted to remote working and online Council meetings, supported and facilitated by our Corporate Services team.

Over the life of the previous Corporate Plan there have been significant changes and developments in the areas in which we operate, as set out in this Plan, and we have worked to address these changes and forthcoming changes within this Plan. Additionally, during the development of this Plan we have taken account of the various goals and objectives set out in the Council's other policies, plans and strategies.

There will be a clear link between the goals and objectives set out in this Corporate Plan and the Annual Service Delivery Plans, budgetary processes, Management Reports, and the Performance Management Development System.

# OUR COUNTY



Agri-food sector represents **60%** of Monaghan's employment

Monaghan is a relatively small county, strategically located on the Donegal/Derry – Dublin corridor, adjacent to the M1 corridor.

As a border county, we have strong links to Northern Ireland, sharing county borders with Armagh, Fermanagh, and Tyrone along with our neighbours Cavan, Louth, and Meath in Ireland.



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

Monaghan has a long and proud tradition in the development of unique indigenous industry and as a hub for innovation in business and agriculture nationally.



**>1 in 10** Irish manufacturing enterprises operate in Monaghan

Alongside this, we boast an impressive architectural heritage, unique biodiversity environments, and angling destinations, interspersed with our towns and villages where our diverse and vibrant communities live and work.



Our population has grown to more than **65,000** people

# OUR COUNCIL

Monaghan County Council comprises 18 Elected Councillors across the three Municipal Districts of Ballybay-Clones, Monaghan, and Carrickmacross-Castleblaney.



### Elected Members' Reserved Functions:

Adoption of all major policy and operational programmes including the Corporate Plan.

### Elected Members/ Executive Shared responsibilities:

The delivery of a wide range of services necessary to support the physical, economic, social and cultural life of the County, as well as to drive social, economic, and community development.

### Executive Authority:

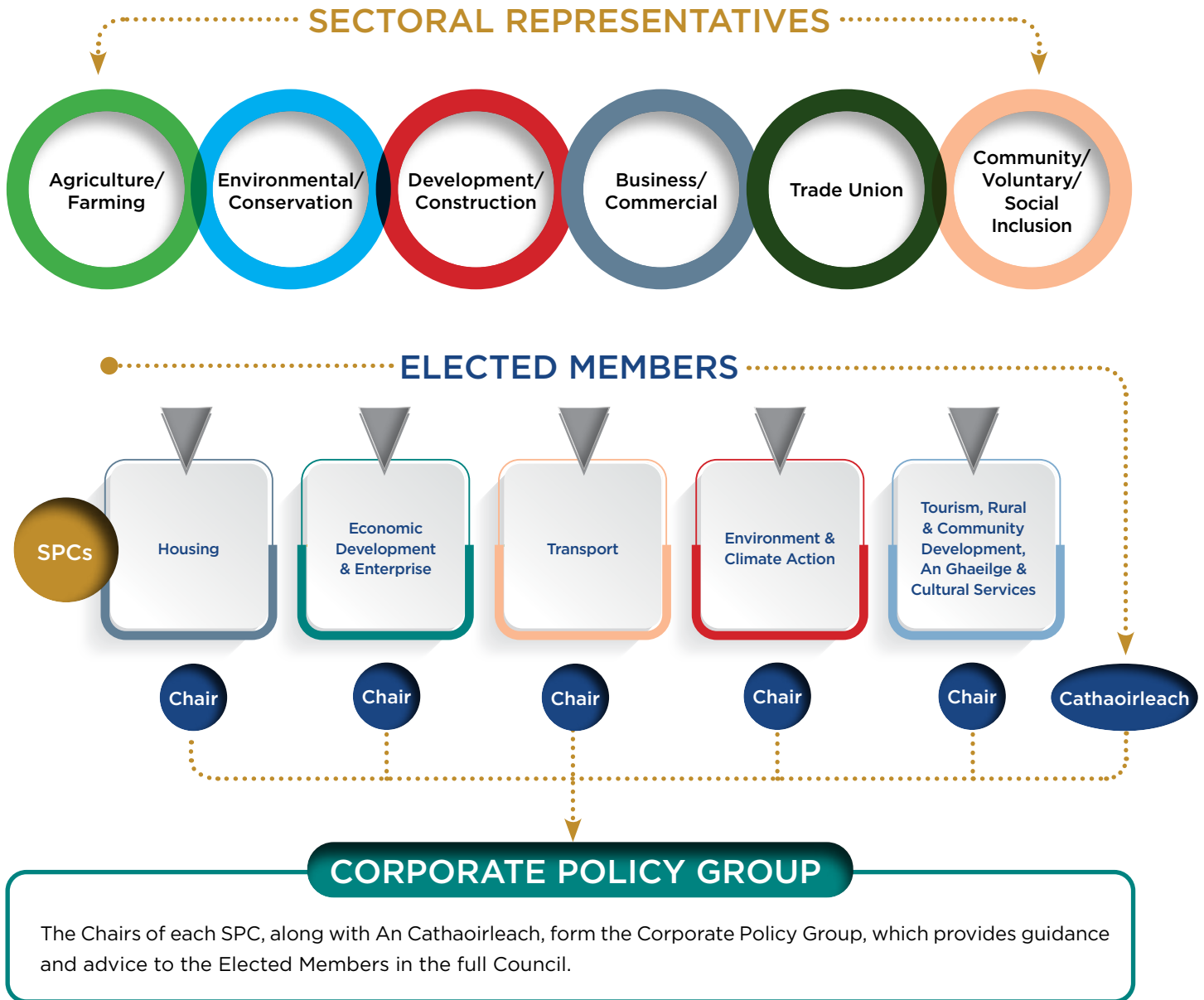
Dealing with operational matters whilst having regard for the policy direction as determined by Elected Members, including staff matters, planning decisions, budgetary control and various other day-to-day operational matters.

The Council's Executive team is led by the Chief Executive and a senior management team composed of five Directors.



Our Council employs 458 core staff, along with a further 17 temporary / seasonal and contract staff, and 61 retained firefighters.

The Council is assisted by five Strategic Policy Committees (SPCs), established to advise and assist the Council in its work in the formulation, development, and review of policy in relation to functions of a strategic nature reserved to the elected members of the County Council. These SPCs draw membership from the Council and relevant sectoral representatives.



The Council has strong established links with various agencies, partners, and other groups with whom we work collaboratively to deliver our services and support our communities and our diverse range of customers. These partners include the Industrial Development Authority (IDA), Town Teams, and various community and voluntary organisations.

In addition to this, the Council maintains links with the community and voluntary sector through the operation of the Public Participation Network, as well as through the facilitation of the Local Community Development Committee.



# OUR ACHIEVEMENTS

Our Council delivers for the people of Monaghan every day. Some examples of the difference we've made over the life of the previous Corporate Plan are illustrated in the following pages.



**“ OUR COUNCIL DELIVERS FOR THE PEOPLE OF MONAGHAN EVERY DAY. ”**

## PEACE CAMPUS

This new building, opened in May 2024, comprises a cultural and heritage centre, youth facility, and shared community space, including cross-community activities. This was funded through the EU's Peace IV programme, which is a cross-border initiative to support peace and reconciliation in Northern Ireland and the border counties of Ireland, along with funding from Monaghan County Council and the Department of Rural and Community Development.



### “THE RIDGE”

In Castleblayney, “The Ridge” Enterprise Hub officially opened in June 2023 and is now fully occupied. A joint initiative with Castleblayney Community Enterprise and Enterprising Monaghan, the 1,350 sqm provides 28-unit business units.



### “BIG TOM” MEMORIAL GARDEN, ORAM VILLAGE

Officially opened in July 2021, the project received funding of €60,245 under the Town and Village Renewal Scheme, with match-funding of €15,061 provided by Monaghan County Council. The project emanated from engagement with Oram Community Development Committee, who wished to commemorate “Big Tom” not only as a country singer but for his lifelong commitment and contribution to community life in Oram. The design of the Garden was undertaken by Monaghan County Council’s in-house horticulturist, in collaboration with the Development Committee and engineering staff from Carrickmacross/Castleblayney Municipal District. The project team successfully delivered an arcadian destination space for Big Tom’s beloved family, the Oram community and the legions of Big Tom fans from across the country. The garden will pay lasting tribute to the remarkable life and legacy of “Big Tom” McBride.



“ THE GARDEN WILL PAY LASTING TRIBUTE TO THE REMARKABLE LIFE AND LEGACY OF “BIG TOM” MCBRIDE.”

### LOUGH MUCKNO CHRISTMAS MARKET

The Council, in partnership with the Muckno Mania Festival Committee, continued to build on the strong tradition of community-led events in County Monaghan. Taking advantage of the almost purpose-built Hope Castle Avenue, Sunday the 3rd of December 2023 saw the realisation of the inaugural Lough Muckno Christmas Market. Another hugely successful event took place in December 2024, with the long term aim to develop the market as a mainstay on the events calendar.



## C:TEK II

In Carrickmacross Town, the new C:TEK II Co-working Enterprise Hub was officially opened by Minister Heather Humphreys in November 2024. With a total investment of €3.9 million, the project has realised the delivery of a new 1,450sqm Co-Working Enterprise Hub. The Hub provides workspace for business start-ups, re-locating enterprises and co-workers seeking to locate in Carrickmacross Town. The development supports talent retention within the South Monaghan area, provides a regional base for former commuters, and attracts new start-ups from within the community and Northern Ireland.



## CASTLEBLAYNEY LIBRARY

We invested €1.38 million alongside funding from the Rural Regeneration and Development Fund to redevelop the then-derelict historic Hope Castle Gate Lodge in Castleblayney as a new state-of-the-art library facility and cultural and heritage space for the community. Minister for Rural and Community Development, Heather Humphreys TD, opened the library in November 2023.



## MONAGHAN COUNTY COUNCIL CLIMATE ACTION PLAN (2024-2029)

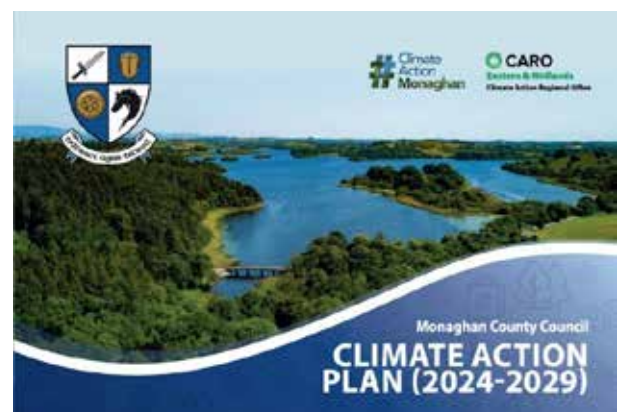
The Monaghan County Council Climate Action Plan was adopted unanimously by councillors in February 2024. The plan, developed through extensive consultation with elected members and stakeholders, was prepared to meet the increasing challenge of climate change for our county. To secure a sustainable future for the people of Monaghan, the 5-year plan contains over 150 climate actions across the 5 themes:

*Governance, Built Environment & Transport, Natural Environment, Communities, & Sustainability.*

### Four key targets of the plan are:

- 50% improvement in the Council's energy efficiency by 2030.
- 51% reduction in the Council's greenhouse gas emissions by 2030.
- To make Monaghan a climate resilient County, by reducing the impacts of future climate change-related events; and
- To actively engage and inform our communities on climate action

The Climate Action Plan sets a clear path for Monaghan to transition towards a low-carbon, sustainable future, while also fostering innovation, inclusivity, and prosperity for all residents. The Council encourages community members, businesses, and organisations to actively engage with the plan and contribute to its successful implementation.





## ROSSMORE FOREST PARK

In 2024, Rossmore Forest Park was ranked as the most visited Coillte site in Ireland for the second consecutive year, and won a Supporting Tourism award at the 2024 Excellence in Local Government Awards.

With over 357,000 visitors in 2023, it continues to attract people from all over the country, offering several forest walks and nature trails among other amenities.

## WORLD FEEDER CHAMPIONSHIPS ON LOUGH MUCKNO

Lough Muckno hosted the FIPSeD 6th World Feeder Fishing Championship for Clubs in April 2023. This prestigious event brought together over 200 anglers from 28 teams across 18 countries, providing a significant boost to the local economy and showcasing Monaghan’s potential as a destination for angling tourism.



“ THIS MONAGHAN-LED AWARD-WINNING INITIATIVE HAS BEEN EMBRACED BY THE LOCAL AUTHORITY SECTOR ACROSS IRELAND TO HELP MEET GOVERNMENT TARGETS OF HAVING 90% OF PUBLIC SERVICES AVAILABLE ONLINE ... ”



## MYCOCO.IE

Monaghan County Council initiated MyCoCo.ie online portal for local authority services. This Monaghan-led award-winning initiative has been embraced by the local authority sector across Ireland to help meet government targets of having 90% of public services available online by 2030, and ultimately to deliver better services to our customers. In 2024, on behalf of the Department of Enterprise Trade and Employment, all 31 local authorities delivered the Government’s Increased Cost of Business (ICOB) and Power Up Grant schemes to applicable businesses through MyCoCo.ie meeting unprecedented deadlines set by Government. 73,122 individual businesses registered for ICOB. In total, over €242.7million grant funding was paid out to businesses for ICOB and a further €157.9million grant funding will be paid out under the Power Up Grant scheme by end of 2024 early 2025.



### PATRICK KAVANAGH CENTRE

The Patrick Kavanagh Centre was relaunched in 2020 with an award-winning exhibition that has since received widespread acclaim. The centre was honoured with the LAMA Best Tourism Initiative 2022 award, recognising its significant contribution to local tourism. The centre, along with the branded Kavanagh Trail, won the Heritage in Motion Award 2020 at the prestigious European Museum Academy Annual Awards. The award was given for the exhibition ‘The Pincer Jaws of Heaven’ in the category of “Film & Video”.

### STAFF WELLBEING

Monaghan County Council recognises that staff wellbeing is integral to achieving our goals and delivering exceptional service. We are committed to fostering a supportive and healthy workplace for our staff through our ongoing and future wellbeing initiatives. By prioritising wellbeing, we not only invest in our staff but also in the long-term success and resilience of our organisation.



### CLONES MARINA

The Ulster Canal Restoration project will see the restoration of the canal section by Waterways Ireland from Lough Erne in Co Fermanagh to Clones in Co Monaghan. This is a stretch of approx. 13.5 kilometres. Phase 2 of the project was completed in June: the restoration of the canal between Clones and Clonfad in County Monaghan, including a canal basin marina and amenity area in Clones. Funding of €24 million was secured to complete this phase from Shared Island Fund, Department of Rural and Community Development, and Department of Housing, Local Government and Heritage. Monaghan County Council in collaboration with Fáilte Ireland and Waterways Ireland is undertaking public consultation to gather input from local residents, community groups, businesses and wider organisations in the preparation of a Vision Plan to present a collective vision for the future of Clones Marina, in the heart of County Monaghan. The expected project completion date is 2027/2028.



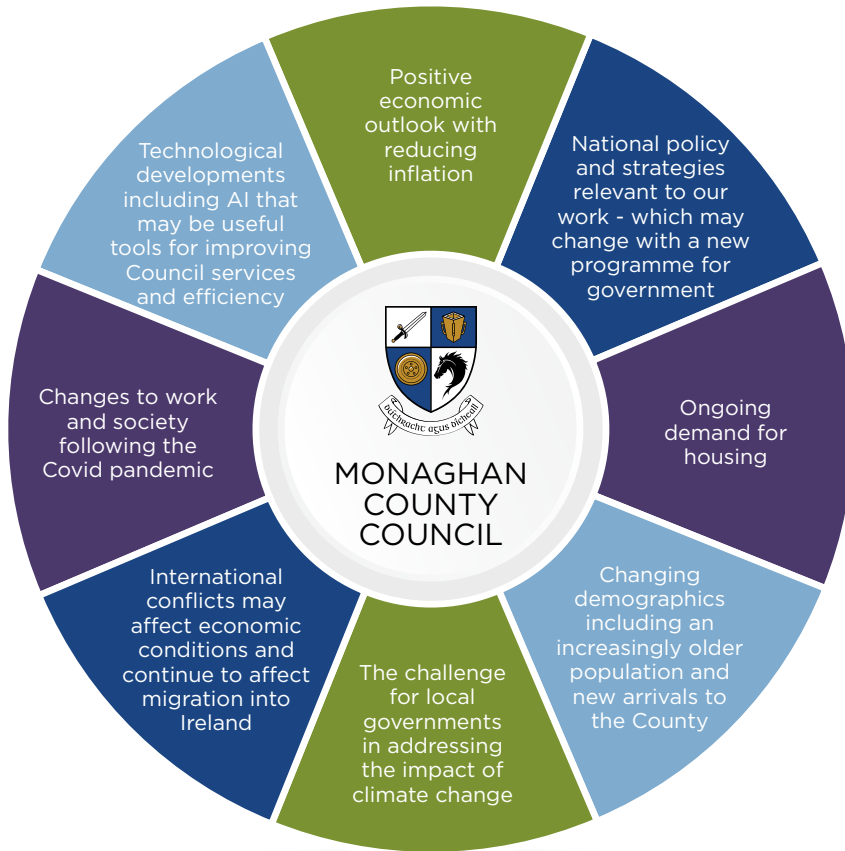
### BALLYBAY ACCESSIBLE PLAYPARK CORRYBRENNAN

Corrybrennan playground was refurbished utilising funding secured under the Town & Village Renewal Scheme in the amount of €194,570, with match funding of €29,519 provided by the members of the Ballybay-Clones Municipal District. An additional grant of €18,000 was secured from the Department of Children, Equality, Disability, Integration and Youth (DCEDIY) which allowed incorporation of specialised autism features, making this playground even more inclusive and supportive for all children.

# OUR STRATEGIC CONTEXT

## Our External Environment

A summary of the key external factors influencing our strategic operating environment is illustrated below.



## Key Themes from the Consultation Process

Over the process of developing this Corporate Plan, we consulted with Elected Members, the Senior Management Team, our staff team, the Public Participation Network, and the Monaghan public, through surveys, interviews, and workshops. The principal themes arising from consultation included the following:



# OUR VISION, MISSION, AND VALUES



## OUR VISION

A **thriving, entrepreneurial, and vibrant community** supported by a prosperous economy and a sustainable environment.

## OUR MISSION

Delivering **high-quality people-centred services**

## OUR VALUES



**DIGNITY & RESPECT**  
We treat everyone with dignity and respect



**PEOPLE-CENTRED**  
We put people at the heart of all that we do



**INTEGRITY**  
We do the right things in the right way



**INNOVATION & EXCELLENCE**  
We work to do things better



**LEADERSHIP**  
We bring others on our journey



**DEMOCRACY**  
We represent and serve the people



**SUSTAINABILITY**  
We protect the future for Monaghan



**WELLBEING**  
We look after our people

# CORE CORPORATE GOALS 2024-2029

Monaghan County Council’s strategic ambition is to build on the County’s strengths and continue our work to make the County a welcoming place to visit, to work, to invest in, and to call home.

Our Corporate Goals are illustrated below and set out in more detail in the following pages.

  <p><b>A great place to live</b></p> <ul style="list-style-type: none"> <li>• Providing places to live</li> <li>• Planning for a sustainable and prosperous county</li> </ul>	  <p><b>A thriving community</b></p> <ul style="list-style-type: none"> <li>• Supporting communities to thrive and prosper</li> <li>• Roads and transportation to connect our communities</li> <li>• A rich culture and heritage in Monaghan’s communities</li> <li>• Ensuring public safety for our communities</li> </ul>	  <p><b>A strong economy</b></p> <ul style="list-style-type: none"> <li>• Building on and growing economic activity in Co. Monaghan</li> <li>• Promoting tourism in Co. Monaghan</li> </ul>	  <p><b>A sustainable county</b></p> <ul style="list-style-type: none"> <li>• Addressing climate change responsibilities</li> <li>• Protecting, conserving, and advocating for the county’s biodiversity</li> <li>• Managing waste and monitoring and protecting water quality</li> </ul>	  <p><b>A high performing council</b></p> <ul style="list-style-type: none"> <li>• Innovation, digital transformation, and continuous improvement</li> <li>• Supporting and developing Council staff</li> <li>• Working in partnership to deliver for Monaghan</li> <li>• Robust governance, transparency, and accountability</li> <li>• Excellent internal and external communications</li> </ul>
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“ PLANNING FOR A SUSTAINABLE AND PROSPEROUS COUNTY ”



# CROSS-CUTTING STRATEGIC THEMES

The following key considerations inform and cut across all of the Corporate Goals.



## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, sets out 17 Sustainable Development Goals (SDGs) as a call to action for all countries to collaboratively address poverty, improve health and education, reduce inequality, and support economic growth, while tackling climate change and working to preserve our oceans and forests.

The second National Implementation Plan for SDGs includes as its Strategic Objective 2:

**“ TO INTEGRATE THE SDGS INTO LOCAL AUTHORITY WORK TO BETTER SUPPORT THE LOCALISATION OF THE SDGS ”**





## PUBLIC SERVICE HUMAN RIGHTS DUTY

The Public Sector Equality and Human Rights Duty (the Duty) is contained in Section 42 of the Irish Human Rights and Equality Commission Act 2014. The Duty places a statutory obligation on public bodies to have regard to the need to eliminate discrimination, promote equality of opportunity and protect the human rights of their staff, customers, service users, and everyone affected by their policies and plans. We have ensured to align our Corporate Goals with the principles of the Duty.



## AGE-FRIENDLY PRINCIPLES AND GUIDELINES



We will continue to embed age-friendly principles and guidelines across all Council services, planning, and community development. Monaghan has been an age-friendly county for more than a decade and upholds age-friendly principles in all we do. This Corporate Plan will take account of age-friendly features related to our Corporate Goals.



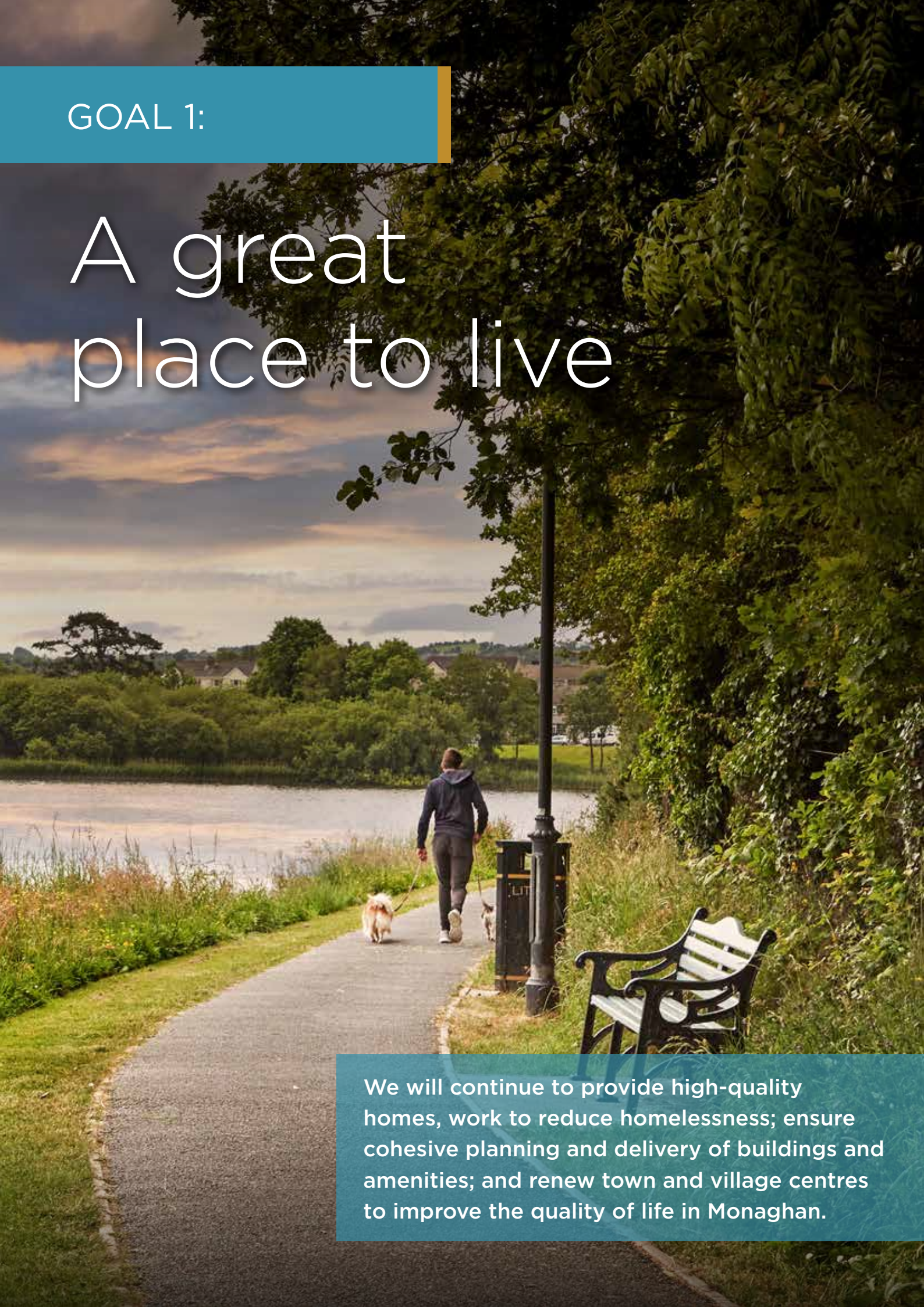
## CLIMATE ACTION



Climate action is not limited to particular Corporate Goals or Objectives but needs to be addressed and included across all Corporate Goals, in line with our Climate Action Plan Objective G&L 1: “Embed climate action into all our decision-making and increase our capacity to respond to the challenges of climate change.”

GOAL 1:

# A great place to live

A photograph of a person walking a dog on a paved path. The path is bordered by lush green trees and bushes on the right. In the background, there is a large body of water, possibly a lake or river, and some houses visible in the distance under a cloudy sky. A black trash can and a black metal bench are positioned on the right side of the path.

We will continue to provide high-quality homes, work to reduce homelessness; ensure cohesive planning and delivery of buildings and amenities; and renew town and village centres to improve the quality of life in Monaghan.

**OBJECTIVE 1A: PROVIDING PLACES TO LIVE**

**Strategic aim:**

We will provide high-quality social and affordable homes to meet the needs of Monaghan residents and provide access to accommodation for those presenting as homeless.

**We will do this by:**

- Providing social housing in line with Monaghan County Council’s Housing Delivery Action Plan and targets set by the Government, through direct and Approved Housing Body (AHB) new-build activity, acquisitions and the application of Rental Accommodation Scheme (RAS) and Housing Assistance Payment (HAP) funding.
- Maintaining current and future Council housing stock to a high standard of quality and energy-efficiency.
- Minimising vacant housing stock and reducing tenancy turnover times.
- Placing those presenting as homeless in temporary and long-term accommodation as appropriate.
- Delivering affordable homes through cost rental, affordable purchase scheme, tenant purchase and sale of serviced sites.
- Working with private developers to deliver social housing units under Part V of the Planning and Development Act 2000.
- Administering Housing grants.


**The intended impact is:**

- Monaghan communities have access to adequate, safe, and secure housing to meet their needs.
- Homelessness in the County is reduced and people experiencing homelessness have access to accommodation.

**We will evaluate success by:**

- Meeting the targets set out in the relevant plans and as set by government.
- Tracking the number of homes upgraded to B2 or better and carbon emissions reduced as a result of upgrades each year over the lifetime of the plan, against a target of 100 home upgrades per year.
- Measuring vacancy rates and reletting times, with a target of less than 14 weeks’ vacancy time.
- Seeking tenant feedback through surveys.
- Monitoring the number of new houses delivered per annum against a target of 120 per annum.
- Delivering Affordable Housing under the Local Authority Affordable Purchase Scheme, with a target of 3 such schemes delivered in 5 years, delivering at least 10 units per annum.
- Measuring housing outcomes for those presenting as homeless.
- Monitoring housing delivered for people with a disability with a target of 20% of allocations going to people with a disability.
- Monitoring grants administered against the target of €2m per annum.

**Cross-cutting themes:**

SDGs	Public Sector Human Rights Duty	Age-Friendly Principles	Climate Action
	<ul style="list-style-type: none"> <li>• Housing and homeless accommodation allocation complies with equity of access and non-discrimination</li> <li>• Addressing homelessness upholds dignity</li> </ul>	<ul style="list-style-type: none"> <li>• Housing provision and upgrades that improve suitability for older people</li> <li>• Ensuring older people in homelessness or at risk of homelessness are supported</li> </ul>	<ul style="list-style-type: none"> <li>• Improved energy efficiency and climate change mitigation and adaptation</li> </ul>

**OBJECTIVE 1A: PROVIDING PLACES TO LIVE****Implementing and monitoring:**

Council Departments	SPCs
Housing	Housing

**OBJECTIVE 1B: PLANNING FOR A SUSTAINABLE AND PROSPEROUS COUNTY****Strategic aim:**

We will enhance the County by cohesively and mindfully planning development that will make Monaghan a great place to live, work, or visit, including buildings, amenities, and facilities for residential, commercial, agricultural, and community purposes. We will improve the quality of our town and village life through regeneration and renewal of derelict sites, stimulation of economic activity in town and village centres as well as rural areas, enhancing the physical environment, and improving access and spatial planning for walking, cycling, and public transport.

**We will do this by:**

- Implementing the strategic aim and objectives of the 2025-2031 Monaghan County Development Plan, once adopted.
- Continuing to implement the Local Economic and Community Plan 2023-2029.
- Maintaining and improving the public realm for the people of Co. Monaghan.
- Implementing the Town Centre First plans.
- Providing high-quality, equitable, and effective planning services.
- Supporting sustainable development in towns and rural areas.
- Enforcing planning regulations.

**The intended impact is:**





- Well-planned building and development in County Monaghan.
- Improved quality of life for Monaghan residents with access to high-quality public spaces.
- Increased economic activity, including in town centres.
- Improved energy-efficiency, environment, and climate change mitigation.

**We will evaluate success by:**

- Achieving the objectives of the current and draft County Development Plans and Local Economic and Community Plan (LECP).
- Achieving the objectives of the Town Centre First plans.
- Measuring the number of vacant premises reactivated.
- Increase in commercial rates over lifetime of plan.
- Measuring improvements in energy use and environment quality.
- Assessing the quality and maintenance of public spaces in the County.
- Ongoing engagement with and feedback from communities and the business and enterprise sectors.

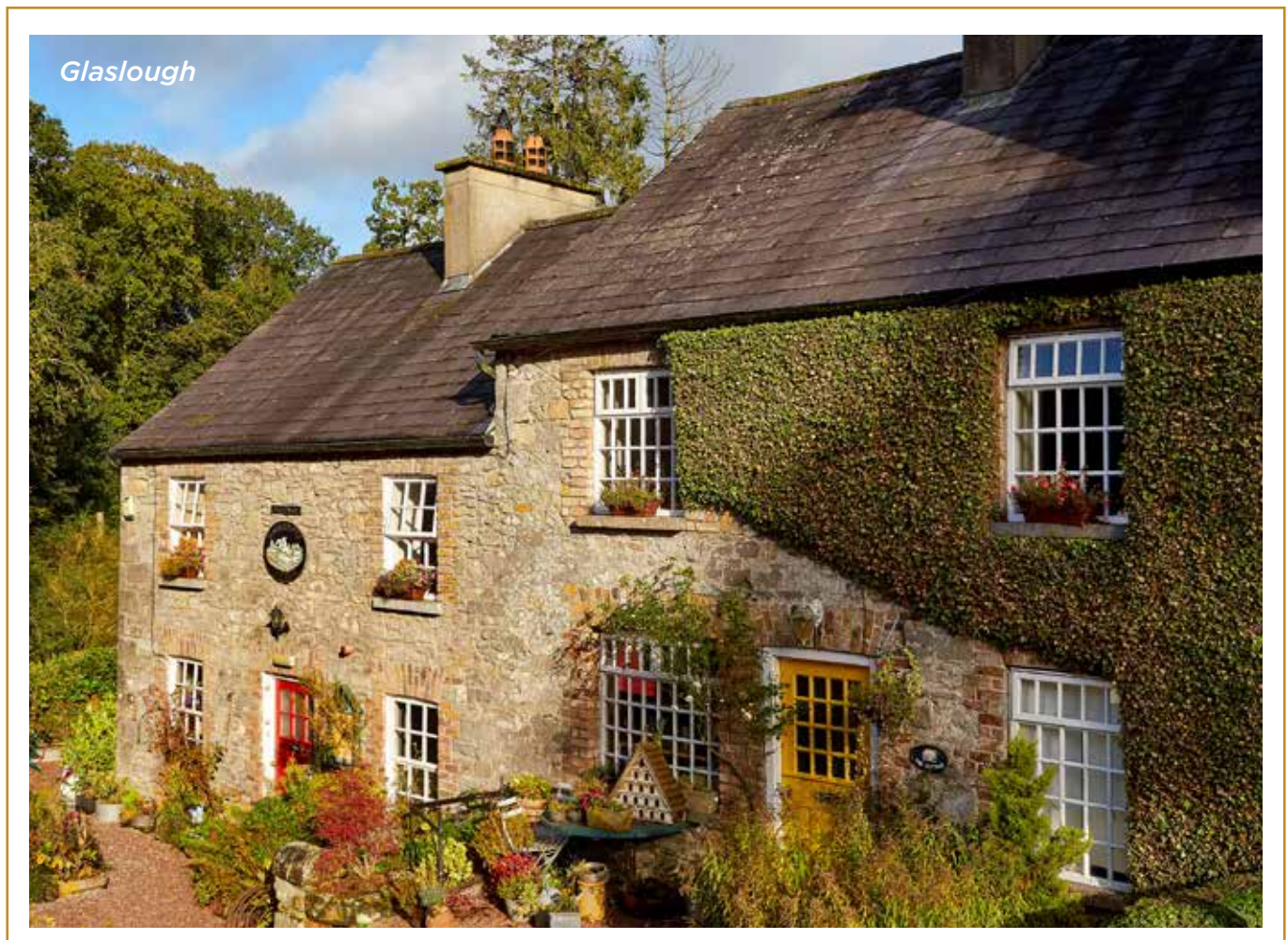
**OBJECTIVE 1B: PLANNING FOR A SUSTAINABLE AND PROSPEROUS COUNTY**

**Cross-cutting themes:**

SDGs	Public Sector Human Rights Duty	Age-Friendly Principles	Climate Action
   	<ul style="list-style-type: none"> <li>Ensuring that planning provides equity of access for the people of Monaghan</li> </ul>	<ul style="list-style-type: none"> <li>Planning uses age-friendly principles in design and access for older people</li> <li>Planning that serves the needs of an older population</li> <li>Town and village regeneration to support older people's quality of life</li> </ul>	<ul style="list-style-type: none"> <li>Planning will take into account the need for futureproofing in relation to energy efficiency</li> <li>Planning for reduced car usage, active travel, and increased use of public transport.</li> </ul>

**Implementing and monitoring:**

Council Departments	SPCs
Planning Municipal Districts	Economic Development & Enterprise



*Glaslough*

GOAL 2:

# A Thriving Community

A large, multi-story brick building with arched windows and a signpost for a heritage trail. The building is constructed of red brick with white stone accents around the windows and doorways. The signpost is black with three directional signs: 'An t-Oileán Dubh BLACK ISLAND', 'An t-Oileán Bán WHITE ISLAND', and 'Bealach Oibreáda HERITAGE TRAIL'. The sky is blue with some clouds, and there are trees with autumn foliage in the background.

We will support communities through community development; connecting people with enhanced transportation infrastructure; providing and protecting the culture and heritage of the County; and ensuring the safety of the public.

**OBJECTIVE 2A: SUPPORTING COMMUNITIES TO THRIVE AND PROSPER**

**Strategic aim:**

We will provide development and support services and enhance community infrastructure and facilities to promote community wellbeing, inclusion, engagement, and participation.

**We will do this by:**

- Implementing the objectives of the LECP 2023-2029 in partnership with our communities and stakeholders.
- Addressing social exclusion and inequalities across our communities, including delivering on the Social Inclusion and Community Activation Programme (SICAP) in conjunction with the Local Community Development Committee (LCDC).
- Supporting and engaging with the Public Participation Network (PPN) and with our communities to identify local needs and implement responses.
- Implementing initiatives through funding programmes such as Peace Plus, the Rural Regeneration and Development Fund, and the Outdoor Recreation Infrastructure Scheme (ORIS), among others, to provide facilities and supports to Monaghan communities and support cross-community and cross-border engagement.
- Promoting health and wellbeing through initiatives including the Healthy Monaghan Programme and Healthy Homes Initiative.
- Promoting participation in sport and physical activity, working with the Monaghan Sports Partnership, and developing a Local Sports Plan in 2025.
- Supporting new arrivals to Monaghan to integrate into community life.




**The intended impact is:**

- A thriving, diverse community with fair and equitable access to community services, supports, and facilities.
- Improved health and wellbeing for the people of Co. Monaghan with increased participation in sport and physical activity in the County.
- Enhanced community facilities and events.
- A better quality of life for our communities.

**We will evaluate success by:**

- Achieving the objectives of the LECP.
- Reporting on SICAP implementation progress.
- Assessing progress on health, physical activity, and wellbeing indicators for the County.
- Seeking feedback from residents in relation to community life.

**Cross-cutting themes:**

SDGs	Public Sector Human Rights Duty	Age-Friendly Principles	Climate Action
  	<ul style="list-style-type: none"> <li>• Upholding the human rights of all Monaghan residents</li> <li>• Promoting equity and diversity in our communities</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting older people in community development</li> <li>• Implementing age-friendly elements of the LECP</li> </ul>	<ul style="list-style-type: none"> <li>• Community awareness and action in relation to climate action and energy-efficiency</li> </ul>

**Implementing and monitoring:**

Council Departments	SPCs
Community Development Municipal Districts	Tourism, Rural & Community Development; An Ghaeilge & Cultural Services



**OBJECTIVE 2B: ROADS AND TRANSPORTATION TO CONNECT OUR COMMUNITIES**

**Strategic aim:**

To enhance community life in Monaghan by providing sustainable transport and road infrastructure that enables people to easily access work, education, and social activities, promoting active travel and opportunities for healthy activity, reducing car dependency, and our carbon footprint, enabling our communities to make the transition to sustainable transport modes.

**We will do this by:**

- Implementing the Transport and Infrastructure objectives of the current and draft County Development Plans.
- Developing and implementing an Integrated Transport Plan and Local Transport Plans for the County and its principal towns.
- Developing a road maintenance strategy to maximise resource efficiency and actively manage asset degradation.
- Building new road and transport infrastructure to meet the needs of the people of Monaghan.
- Developing our public transport infrastructure, in partnership with public transport providers such as Local Link and Bus Eireann, by promoting and increasing public transport services through the County.




**The intended impact is:**

- Communities in Co. Monaghan have access to transport and road infrastructure that enables shorter journey times, and a meaningful modal shift towards public transport and safe walking and cycling options.
- Road infrastructure is maintained to a high standard.
- Necessary new road infrastructure is delivered.
- Active travel and public transport use have increased.
- Increased EV charging infrastructure to service our communities.

**We will evaluate success by:**

- Achieving the objectives set out in the County Development Plan.
- Measuring the outcomes of the Integrated and Local Transport Plans.
- Reporting on road construction, upgrades, and maintenance metrics.
- Tracking the use of public transport and active travel by Monaghan residents and visitors.
- Development and implementation of an EV Strategy for the County to provide EV infrastructure in our communities.

**Cross-cutting themes:**

SDGs	Public Sector Human Rights Duty	Age-Friendly Principles	Climate Action
  	<ul style="list-style-type: none"> <li>• Increasing access for all members of the community to services, employment, education, and social activities</li> </ul>	<ul style="list-style-type: none"> <li>• Promoting accessibility across the County for older people.</li> <li>• Improving availability of public transport for older people</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced dependence on car usage</li> <li>• Reduced carbon emissions</li> </ul>

**Implementing and monitoring:**

Council Departments	SPCs
Road and Transportation Capital Projects Planning Municipal Districts	Transport Economic Development & Enterprise

**OBJECTIVE 2C: A RICH CULTURE AND HERITAGE IN MONAGHAN'S COMMUNITIES**

**Strategic aim:**

We will enrich community life in Monaghan by protecting and promoting the County's unique heritage and providing access to our library, arts, and cultural services and activities, including promotion of the Irish language.

**We will do this by:**

- Providing access to our library services, museum, arts, and other cultural services and venues in our communities.
- Providing modern, accessible libraries in the County's five main towns, including investment in new libraries and upgrading of existing libraries.
- Operating the Peace Campus for the benefit of the people of Monaghan.
- Implementing the Library Development Plan, Arts Strategy, Culture and Creativity Strategy, and Museum Development Plan.
- Supporting and promoting the use of the Irish language in Monaghan.
- Implementing the Heritage, Conservation, Biodiversity, and Landscape Strategic Objectives in the County Development Plan.
- Continuing to implement the Monaghan Biodiversity and Heritage Strategic Plan 2020-2025 and developing a new Heritage plan for 2026-2030.



**The intended impact is:**

- Communities have continued access to our libraries, arts venues and events, museums, and other cultural services to support and enhance their quality of life.
- Monaghan's heritage is protected and accessible to communities and visitors to enjoy.

**We will evaluate success by:**

- Achieving the objectives of the Library Development Plan, Arts Strategy, Culture and Creativity Strategy, and Museum Development Plan.
- Achieving the objectives of the County Development Plan.
- Reporting on the implementation of the Biodiversity and Heritage Plan and implementation of its successor.
- Measuring the use and satisfaction with library services in the County.
- Reporting on library, museum, arts, and cultural services usage and impact on community life.
- Fulfilling the Council's statutory obligations under the Official Languages Act.

**Cross-cutting themes:**

SDGs	Public Sector Human Rights Duty	Age-Friendly Principles	Climate Action
 	<ul style="list-style-type: none"> <li>• Ensuring equity of access to heritage sites, library, arts, and cultural services</li> </ul>	<ul style="list-style-type: none"> <li>• Promoting library and other arts and cultural services and events to support older people</li> </ul>	<ul style="list-style-type: none"> <li>• Protecting environmental heritage</li> </ul>

**Implementing and monitoring:**

Council Departments	SPCs
Libraries Arts Office Museum Heritage Tourism	Tourism, Rural & Community Development; An Ghaeilge & Cultural Services Environment & Climate Action

**OBJECTIVE 2D: ENSURING PUBLIC SAFETY FOR OUR COMMUNITIES**

**Strategic aim:**

We will provide fire, building control, and other public safety services and infrastructure, along with supporting Local Community Safety Partnership Committees, to protect our communities

**We will do this by:**

- Providing emergency response fire and civil defence services.
- Promoting fire prevention awareness and education to prevent fire damage, injury, and fatalities.
- Inspecting and enforcing building control regulations.
- Ensuring public lighting is adequate and appropriate.
- Promoting road safety through improved road and transport infrastructure and education.
- Monitoring the safety of our public amenities and infrastructure.
- Working together with local stakeholders to support the work of the Community Safety Partnership.



**The intended impact is:**

- A safe environment for communities to thrive.
- Reduced incidence of fire.
- Improved road safety.
- Modern, fit-for-purpose fire stations in all of the county’s five main towns.

**We will evaluate success by:**

- Monitoring fire incidence and emergency responses.
- Monitoring building control activity and compliance.
- Tracking fire prevention and awareness activity.
- Reporting on Fire Services NOAC Indicators
- Reporting on road safety improvements.

**Cross-cutting themes:**

SDGs	Public Sector Human Rights Duty	Age-Friendly Principles	Climate Action
 	<ul style="list-style-type: none"> <li>• Ensuring public safety for everyone on an equitable basis</li> <li>• Ensuring buildings meet regulations for access</li> </ul>	<ul style="list-style-type: none"> <li>• Safer communities and roads for older people</li> </ul>	<ul style="list-style-type: none"> <li>• Improved building quality</li> <li>• Reduced car use on roads</li> </ul>

**Implementing and monitoring:**

Council Departments	SPCs
Fire & Building Control Planning Municipal Districts Roads & Transport Community Development Health & Safety	Environment & Climate Action Tourism, Rural & Community Development; An Ghaeilge & Cultural Services Transport

*Heritage Town Clones*



GOAL 3:

# A Strong Economy

We will provide economic development and enterprise supports to promote and develop business in the County; support an increase in tourism to Monaghan; and promote rural economic activity.

**OBJECTIVE 3A: BUILDING ON AND GROWING ECONOMIC ACTIVITY IN MONAGHAN**

**Strategic aim:**

We will promote economic activity in Monaghan, in urban and rural areas, by providing key infrastructure and enterprise supports to encourage new and growing businesses to succeed in the County.

**We will do this by:**

- Implementing the strategic aims and objectives of the 2025-2031 Monaghan County Development Plan, once adopted.
- Implementing the Economic Objectives in the LECP.
- Support investment to Monaghan in collaboration with the IDA, Enterprise Ireland, and InterTradelreland.
- Deliver enterprise supports through the Local Enterprise Office, and grants through the Finance Office, to encourage and foster economic growth.




**The intended impact is:**

- Increased economic activity and employment growth in Co. Monaghan.
- Increased long-term, quality employment opportunities for people living in or seeking to move to the County.
- Increased revenue to the Council for investment in service delivery.

**We will evaluate success by:**

- Reporting on employment figures and the breakdown of types of employment.
- Tracking commercial rate revenues to the Council.
- Fulfilling Enterprise Ireland KPI's through the Local Enterprise Office
- Reporting on Planning Service NOAC Indicators

**Cross-cutting themes:**

SDGs	Public Sector Human Rights Duty	Age-Friendly Principles	Climate Action
  	<ul style="list-style-type: none"> <li>• Employment on an equitable basis increases opportunities for all</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring that businesses supported by the Council to start and grow, take older people into account in relation to employment, building design, and service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring new economic activity and growth is environmentally responsible</li> <li>• Encouraging green enterprise supports in business areas</li> </ul>

**Implementing and monitoring:**

Council Departments	SPCs
Economic Development Local Enterprise Office Planning Finance	Economic Development & Enterprise

**“ INCREASED ECONOMIC ACTIVITY AND EMPLOYMENT GROWTH IN CO. MONAGHAN.”**

**OBJECTIVE 3B: PROMOTING TOURISM IN CO. MONAGHAN**

**Strategic aim:**

We will increase tourism activity in Co. Monaghan to generate increased economic activity, provide increased employment opportunities, and support Monaghan businesses.

**We will do this by:**

- Continuing to implement the Tourism Strategy in collaboration with the Monaghan Tourism & Recreation Forum.
- Planning and delivering tourism-friendly infrastructure and spaces across the County.
- Providing business supports to tourism-sector enterprises in Monaghan in conjunction with Fáilte Ireland and Monaghan Local Enterprise Office.
- Supporting the development and promotion of events and festivals in Monaghan.
- Promoting Monaghan’s heritage and culture to tourists.


**The intended impact is:**

- Increased tourism activity in Co. Monaghan.
- Growth in tourism-sector businesses in the County.
- Increased employment opportunities in the tourism sector.

**We will evaluate success by:**

- Data on increased tourist numbers and economic benefits to the County.
- Tracking tourism-related business growth.
- Reporting on investment into tourism-friendly infrastructure projects.
- Reported increased tourism-sector employment figures.

**Cross-cutting themes:**

SDGs	Public Sector Human Rights Duty	Age-Friendly Principles	Climate Action
	<ul style="list-style-type: none"> <li>• Increased access to employment</li> <li>• Ensuring tourism sites are as accessible as possible</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring tourism sites are age-friendly in terms of accessibility and transport</li> </ul>	<ul style="list-style-type: none"> <li>• Protecting biodiversity and environmental heritage</li> <li>• Providing recreational opportunities within the County for residents</li> </ul>

**Implementing and monitoring:**

Council Departments	SPCs
Tourism Planning Economic Development Heritage Municipal Districts	Economic Development & Enterprise Tourism, Rural & Community Development; An Ghaeilge & Cultural Services

Clones Marina





GOAL 4:

# A Sustainable Future



We will build a resilient and sustainable future for Monaghan by implementing climate action goals; protecting, conserving, and advocating for the County's biodiversity; managing waste responsibly; supporting group water schemes and monitoring domestic wastewater treatment, and protecting our rivers and lakes.

**OBJECTIVE 4A: ADDRESSING CLIMATE CHANGE RESPONSIBILITIES**

**Strategic aim:**

Leading, supporting, and inspiring action to achieve a climate-resilient, biodiversity-rich, environmentally-sustainable county and climate-neutral local economy, by delivering transformative change and measurable climate action across the County and within our own organisation, through leadership, example, and mobilising action at a local level.

**We will do this by:**

- Implementing the goals of the Climate Action Plan 2024-2029.
  - Developing and implementing climate action across all Council activities and operations.
  - Pursuing climate actions to increase climate resilience of the built environment and transport and achieve emission reductions in line with national targets.
  - Enhancing the natural environment of Co. Monaghan and support nature-based solutions for climate resilience and emission reductions whilst promoting enriched biodiversity.
  - Supporting and empowering communities to achieve local climate actions to enhance sustainability and resilience.
  - Creating a sustainable and circular economy culture within our organisation and supporting our communities in achieving the same.


**The intended impact is:**

- Our communities are actively engaged and informed on climate action and have implemented projects to deliver greater energy efficiency and reduced emissions, particularly in respect of the Monaghan Town Decarbonising Zone.
- Reduction in our environmental impact, enhanced resource efficiency, and long term environmental and economic benefits.
- A more resilient county in respect of the impact of climate change-related events.
- Economic development in Co. Monaghan will have greater energy efficiency and can build and grow businesses in this sector.

**We will evaluate success by:**

- Achieving the targets set out in the Climate Action Plan, key to which are targets of a 51% reduction in greenhouse gas emissions and a 50% improvement in energy efficiency for Monaghan County Council by 2030.
- Assessing community awareness of and activity relating to climate change.

**Cross-cutting themes:**

SDGs	Public Sector Human Rights Duty	Age-Friendly Principles	Climate Action
	<ul style="list-style-type: none"> <li>• Safeguarding the future for all in Monaghan</li> <li>• Addressing the inequitable impact of climate change on communities</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring climate change impacts on older people are addressed</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing the climate action objectives and goals of the Council</li> </ul>

**Implementing and monitoring:**

Council Departments	SPCs
ALL	Environment & Climate Action Economic Development & Enterprise Housing Transport

**OBJECTIVE 4B: PROTECTING, CONSERVING, AND ADVOCATING FOR THE COUNTY’S BIODIVERSITY**

**Strategic aim:**

We will conserve the unique biodiversity in Co. Monaghan and will ensure it is protected, restored, enhanced and promoted.

**We will do this by:**


- Implementing the Biodiversity and Heritage Strategic Plan 2020-2025 and subsequent biodiversity strategy.
- Undertake habitat surveys, mapping, public awareness, and conservation work to protect and conserve important habitats.
- Undertake species surveys, particularly those on the protected species register.
- Promote awareness and good practice in the conservation of hedgerows and woodlands.
- Encourage farming for nature and other practices in the agri-business sector that promote and protect biodiversity.
- Empower communities to take action for biodiversity in their local areas by providing funding, expertise, support, training or signposting such services.

**The intended impact is:**  
 Monaghan’s biodiversity continues to flourish and remains a valued aspect of future sustainability within the County.

**We will evaluate success by:**

- Achieving the objectives of the Biodiversity and Heritage Strategic Plan 2020-2025 and subsequent strategy.
- Completion of species surveys and undertaking recommended actions.
- Recording community participation in events, talks, workshops, training etc.

**Cross-cutting themes:**

SDGs	Public Sector Human Rights Duty	Age-Friendly Principles	Climate Action
	<ul style="list-style-type: none"> <li>• Ensuring fair application of monitoring and access to supports.</li> <li>• Protecting the environment for all those in Monaghan</li> </ul>	<ul style="list-style-type: none"> <li>• Safeguarding the unique environmental heritage of the County for older people</li> </ul>	<ul style="list-style-type: none"> <li>• Protecting natural habitats that mitigate climate change</li> </ul>

**Implementing and monitoring:**

Council Departments	SPCs
Biodiversity Environment Municipal Districts	Environment & Climate Action

**“ WE WILL CONSERVE THE UNIQUE BIODIVERSITY IN CO. MONAGHAN AND WILL ENSURE IT IS **PROTECTED, RESTORED, ENHANCED AND PROMOTED.**”**

**OBJECTIVE 4C: MANAGING WASTE AND MONITORING AND PROTECTING AIR AND WATER QUALITY**

**Strategic aim:**

We will safeguard the environment of the County through the implementation of awareness, regulatory, and enforcement work programmes in the areas of water quality, air quality, litter, and waste management in line with national environmental enforcement priorities.

**We will do this by:**

- Providing environmental services to ensure the proper management of domestic and commercial waste.
- Promoting reductions in waste generation both within the Council and across the County.
- Providing litter collection facilities and services and monitoring illegal dumping with enforcement of penalties where necessary.
- Inspecting and monitoring group water schemes and domestic wastewater treatment facilities and providing access to grants for improvements to domestic wastewater treatment facilities.
- Inspecting and monitoring licensed effluent discharges.
- Implement water legislation and the relevant measures of the Water Action Plan (2022-2027) to protect and improve river, lake and groundwater quality in the County.
- Inspecting and monitoring facilities licensed under air quality legislation.
- Promoting the use of approved solid fuels.


**The intended impact is:**

- Reduced environmental impact from waste management activities.
- A tidier environment with reduced litter and illegal dumping activity.
- Improved water quality and reduction in non-compliance with water quality standards.
- Improved air quality.

**We will evaluate success by:**

- Monitoring our performance under the RMCEI Local Authority Performance Framework.

**Cross-cutting themes:**

SDGs	Public Sector Human Rights Duty	Age-Friendly Principles	Climate Action
	<ul style="list-style-type: none"> <li>• Ensuring equality of treatment in relation to waste and water management</li> </ul>	<ul style="list-style-type: none"> <li>• Making sure older people’s access to water and wastewater facilities are not putting them at risk</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible waste management</li> <li>• Improving air and water quality</li> <li>• Protecting water resources</li> </ul>

**Implementing and monitoring:**

Council Departments	SPCs
Environment Rural Water Municipal Districts	Environment & Climate Action

GOAL 5:

# A High-Performing Council

We will continue to embody excellence, embrace innovation, transform digitally; and embed an ethos of continuous improvement. We will recruit, develop and support Council staff to continue to perform to the highest standards, and we will focus on the wellbeing of our people. Together with our Elected Members, we will work in partnership across the County and nationally to deliver effectively for the people of Monaghan, while upholding the highest standards of governance.

**OBJECTIVE 5A: INNOVATION, DIGITAL TRANSFORMATION, AND CONTINUOUS IMPROVEMENT**

**Strategic aim:**

To do better in everything we do, by continuously improving how we deliver and manage services through the use of technology and innovative approaches.

**We will do this by:**

- Continuing the digital transformation programme in the Council
- Continuing as lead authority for MyCoCo
- Building on the ethos of innovation within the organisation by supporting internal innovation projects and processes, process reviews, and new ways to apply technology.
- Providing new ways to enable customer interaction with the Council, to respond to their needs, and to deliver services.
- Providing high-quality and secure ICT infrastructure and support services to Council staff and Elected Members to support effective and efficient service delivery.



**The intended impact is:**

- Better service delivery to our customers.
- More efficient processes and operational activity

**We will evaluate success by:**

- Assessing our progress on digital transformation.
- Customer feedback on engagement with and service from the Council that has been influenced by new tools or processes for communication, better response, or service improvement.

**Cross-cutting themes:**

SDGs	Public Sector Human Rights Duty	Age-Friendly Principles	Climate Action
 	<ul style="list-style-type: none"> <li>• Improving our service delivery to all customers including responding more effectively to specific needs</li> </ul>	<ul style="list-style-type: none"> <li>• Identifying ways to better respond to older people’s needs</li> </ul>	<ul style="list-style-type: none"> <li>• Innovative approaches to reducing emissions and improving energy-efficiency</li> </ul>

**Implementing and monitoring:**

Council Departments	SPCs
IT & Innovation	

**“ TO DO BETTER IN EVERYTHING WE DO, BY CONTINUOUSLY IMPROVING HOW WE DELIVER AND MANAGE SERVICES THROUGH THE USE OF TECHNOLOGY AND INNOVATIVE APPROACHES. ”**

**OBJECTIVE 5B: SUPPORTING AND DEVELOPING COUNCIL STAFF**

**Strategic aim:**

We will continue to provide a safe, responsive, and professional workplace for our staff, where their contributions are valued and recognised. We recognise that staff wellbeing is integral to achieving our goals and delivering exceptional service and we will foster a supportive and healthy workplace for our staff through ongoing and future wellbeing initiatives. We will train and develop them to perform to the highest standards of service delivery and to progress in their careers.

**We will do this by:**

- Developing and implementing a Strategic Workforce Plan.
- Improving inter-departmental information-sharing and collaboration.
- Promoting diversity, equity, and inclusion in our staff team.
- Attracting and retaining excellent staff through innovative and effective recruitment strategies.
- Providing an effective, inclusive, and supportive human resources function.
- Managing staff performance and identifying development needs and opportunities through the annual PMDS process.
- Providing appropriate training and development opportunities, including coaching and mentoring programmes, to equip staff to deliver their functions and to prepare them for progression opportunities.
- Developing and implementing a staff wellbeing programme.
- Implementing and monitoring adherence to health and safety standards to ensure a safe working environment for our staff.


**The intended impact is:**

- A workplace culture that is safe, engaged, responsive, professional, diverse, and accountable, where staff feel valued.
- A supportive and healthy workplace for our staff which supports them and the long-term success and resilience of our organisation.
- Monaghan County Council is an employer of choice within the County and the local authority sector.
- Staff are empowered to deliver on their roles and responsibilities.

**We will evaluate success by:**

- Ensuring the development and implementation of plans and programmes.
- Measuring retention and turnover rates.
- Conducting staff satisfaction surveys and feedback.
- Reporting on health and safety.

**Cross-cutting themes:**

SDGs	Public Sector Human Rights Duty	Age-Friendly Principles	Climate Action
	<ul style="list-style-type: none"> <li>• Treating all staff with fairness and in an equitable way</li> <li>• Improving diversity in the workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring no age-related discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting and training staff to deliver on climate action objectives</li> </ul>

**OBJECTIVE 5B: SUPPORTING AND DEVELOPING COUNCIL STAFF**

**Implementing and monitoring:**

Council Departments	SPCs
Human Resources Health & Safety Corporate Services	

**OBJECTIVE 5C: WORKING IN PARTNERSHIP TO DELIVER FOR MONAGHAN**

**Strategic aim:**

Along with our Elected Members, we will bring together community, business, and public stakeholders in the County and nationally to deliver key projects and services for the people of Monaghan.

**We will do this by:**

- Working with our communities through the Public Participation Network.
- Continuing to work with stakeholders collaboratively to deliver existing programmes and services.
- Identify new ways of working together to effectively and efficiently provide services and deliver projects.
- Accessing funding opportunities that require joint working.
- Participating in and providing support for networks across Monaghan communities and business sectors.




**The intended impact is:**

- Improved outcomes for Monaghan communities from collaborative and efficient ways of responding to their needs.

**We will evaluate success by:**

- Seeking feedback through the PPN.
- Assessing outcomes of projects delivered in collaborative ways.
- Reviewing feedback on our collaborative initiatives from customers and stakeholders.
- Monitoring participation in and feedback from networks in the County.

**Cross-cutting themes:**

SDGs	Public Sector Human Rights Duty	Age-Friendly Principles	Climate Action
  	<ul style="list-style-type: none"> <li>• Working with stakeholders across diverse groups and needs</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative and inclusive approaches to responding to older people’s needs</li> </ul>	<ul style="list-style-type: none"> <li>• Leading partnership approaches to addressing climate action requirements</li> </ul>

**Implementing and monitoring:**

Council Departments	SPCs
All	All



**OBJECTIVE 5D: ROBUST GOVERNANCE, TRANSPARENCY, AND ACCOUNTABILITY**

**Strategic aim:**

We operate as a Council at all times with integrity, ensuring we are leading by example in good governance, democratic accountability, and fiscal responsibility. We have robust governance and oversight structures and processes to ensure we are delivering value for money and accountability to the Monaghan community.

**We will do this by:**

- Developing and working within financially sustainable budgets that represent value for money for public expenditure while responding to the needs of the people of the County.
- Continuing to implement and operate effective governance mechanisms with accountable decision-making practices.
- Pursuing and advocating for funding that enables us to deliver our planned priorities and supports our financial sustainability.
- Accounting for and managing risk effectively.
- Identify opportunities to improve efficiency, effectiveness, and value for money in all our operations.
- Conducting internal audits to assess governance and compliance.
- Managing the Annual Register of Electors.
- Maintaining an ethics register for staff and Elected Members.
- Complying with all relevant legislation and regulatory requirements.
- Effective debt collection.
- Operating an efficient and effective Finance function


**The intended impact is:**

Our Elected Members and the people of Monaghan can be assured that the Council is providing responsible stewardship of financial resources and assets in a transparent and accountable manner.

**We will evaluate success by:**

- Reporting and adhering to all compliance requirements.
- Ensuring that legal and regulatory obligation are adhered to and deadlines are met. This includes the preparation and publication of an Annual Financial Statement and Budget for each financial year.
- Periodic reconciliations and reviews.
- Achieving additional funding streams for service delivery and improvement.
- Effective risk management reporting.
- Assessing improved efficiency in areas identified as capable of improvement.

**Cross-cutting themes:**

SDGs	Public Sector Human Rights Duty	Age-Friendly Principles	Climate Action
	<ul style="list-style-type: none"> <li>• Ensuring public expenditure is fair and equitable</li> </ul>		<ul style="list-style-type: none"> <li>• Appropriate funding for climate action requirements</li> </ul>

**Implementing and monitoring:**

Council Departments	SPCs
Corporate Services Finance Internal Audit	All Elected Council Members

**OBJECTIVE 5E: EXCELLENT INTERNAL AND EXTERNAL COMMUNICATIONS**

**Strategic aim:**

We will work to communicate clearly and effectively with people in Monaghan, Elected Members, and the Council staff. We will work to communicate the range of services that Monaghan County Council offers, and we will develop a cohesive brand that consistently represents Co. Monaghan as a great place to live, work, visit, and do business.

**We will do this by:**

- Communicating effectively with our customers in relation to Council services, entitlements, and events, using our website, social media channels, newsletters, and other mechanisms.
- Responding to customer feedback and complaints in a timely manner and using this feedback to drive service improvement.
- Maintaining strong internal communication between Council management and staff, and between different departments, including by means of innovative communication tools.
- Engaging with Elected Members in relation to identifying and responding to community needs.
- Ensuring Elected Members have up-to-date information on Council activities, progress against goals, and finances in order to effectively perform their democratic accountability and oversight functions.
- Enable the public to gain access to records held by the Council to the greatest extent possible
- Ensuring our communications are built around a consistent brand identity.


**The intended impact is:**

People within and outside the Council have the right information at the right time in relation to Council activities and services, to showcase all that Co. Monaghan has to offer and all the services of Monaghan County Council in a consistent way.

**We will evaluate success by:**

- Assessing engagement by staff with internal communication.
- Staff satisfaction surveys in respect of communication.
- Reviewing public feedback and engagement with external communications.
- Feedback from elected members on the quality of communication between them and Council teams.

**Cross-cutting themes:**

SDGs	Public Sector Human Rights Duty	Age-Friendly Principles	Climate Action
	<ul style="list-style-type: none"> <li>• Ensuring channels of communication are accessible to everyone, including those with different needs</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring channels of communication are age-friendly</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced use of paper in formal and informal communications</li> <li>• Reduced need for travel to Council premises</li> </ul>

**Implementing and monitoring:**

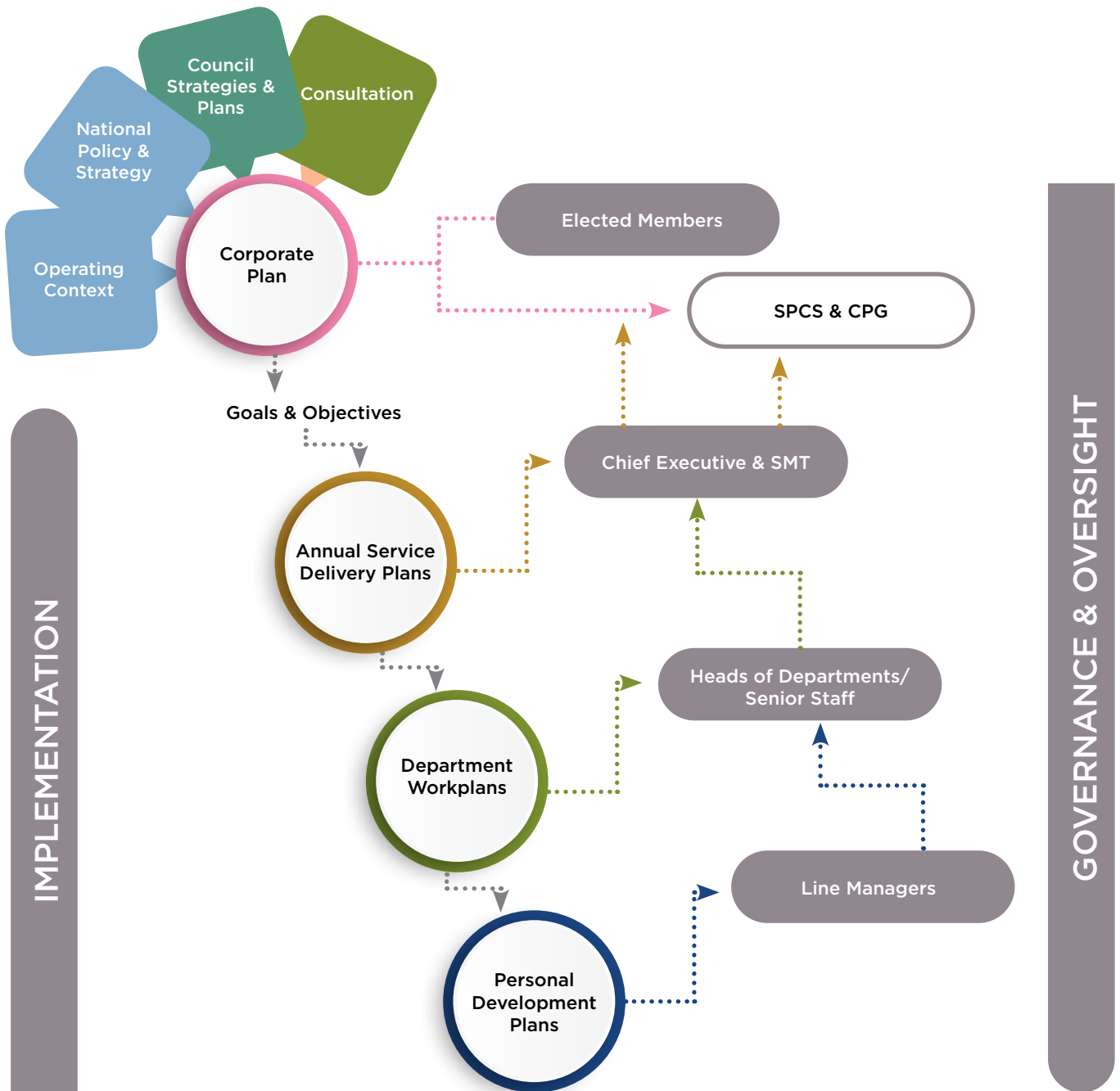
Council Departments	SPCs
Corporate Services	

“ WE WANT TO ENSURE THAT PEOPLE WITHIN AND OUTSIDE THE COUNCIL HAVE **THE RIGHT INFORMATION AT THE RIGHT TIME** IN RELATION TO COUNCIL ACTIVITIES AND SERVICES ...”

# IMPLEMENTING & MONITORING THE CORPORATE PLAN

As illustrated below, our Corporate Plan goals and objectives will be translated into the Annual Service Delivery Plans for each of the five years.

Progress against the Plan will be reported to and overseen by the relevant Strategic Policy Groups (SPGs), the Corporate Policy Group, and the Elected Members as a Council.



The Annual Service Delivery Plan forms the basis of the workplans for each Council Department, and these in turn inform the Personal Development Plans (PDPs) for each of our staff. The reporting and monitoring for PDPs is the responsibility of line managers through the Performance Management and Development System (PMDS) and Department progress against workplans is accounted for by the heads of Departments.

# APPENDIX I-IV

## APPENDIX I: NATIONAL, REGIONAL, AND LOCAL STRATEGIES, POLICIES, AND PLANS

Our Council work is driven by and aligned with national, regional, and local strategy, policy, and plans, as set out below.

This Corporate Plan has been formulated to draw together the priorities and objectives of these documents into a strategic plan for Monaghan County Council over the next five years.

### NATIONAL/EU

A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025

Better Public Services - Public Service Transformation 2030 Strategy

Building Control Acts 1990 to 2020

Building Regulations 1997 to 2024

Building Control Regulations 1997 to 2022

Climate Action Plan 2023 and Climate Action Plan 2024

Climate Change Sectoral Adaptation Plan for Flood Risk Management 2019 - 2024

Climate Action Sectoral Adaptation Plan for Built and Archaeological Heritage

Climate and Low Carbon Development (Amendment) Act 2021

Code of Practice for Inspecting and Certifying Buildings and Works

Community Climate Action Fund

Connect Government 2030, March 2022 (A Digital and ICT Strategy for Ireland's Public Service)

Connecting Ireland Rural Mobility Plan

Construction Products Regulation (EU) No 305/2011

Culture and Creativity Strategies 2023-2027

CycleConnects

DEBI Innovation 2020

Development Plans Guidelines for Planning Authorities (2022)

DHLGH Data Strategy

Digital for Good: Ireland's Digital Inclusion Roadmap, August 2023

Digital Single Market

eGovernment Strategy

Embracing Ireland's Outdoors - National Outdoor Recreation Strategy 2023-2027

Energy Performance of Buildings Directive (Council Directive 2010/31/EU)

Energy Security in Ireland to 2030

EU Biodiversity Strategy

EU Birds Directive

EU Energy Performance of Buildings Directive (EPBD) EU Renewable Energy Directive (2023/2413) EU Solar Energy Strategy (COM (2022)221)

## NATIONAL/EU

EU 'Floods' Directive
EU Just Transition Plan for Ireland 2021-2027
EU Good Practice for Market Surveillance
EU Habitats Directive
EU Strategy on Adaptation to Climate Change
EC (Birds and Natural Habitats) Regulations 2011
European Flood Awareness System (EFAS)
European Union (Construction Products) Regulation (S.I. 225 of 2013, as amended)
European Union (In-Building Physical Infrastructure for High-Speed Electronic Communications) Regulations 2023
Electric Vehicle Charging Infrastructure Strategy 2022 to 2025
Flood Risk Management Plans and Maps
Get Ireland Active - National Physical Activity Plan for Ireland
Guidelines for Inclusive Engagement in Local Planning and Decision Making (DRCD)
Guidelines for the Local Authority Climate Action Plans
Guidelines for New Emergency Accommodation
Green Public Procurement Strategy 2024-2027
Groundwater Protection Response
Guidance on Appropriate Assessment for Planning Authorities National Parks & Wildlife Service
Guidelines on the Planning System and Flood Risk Management
Healthy Ireland - A Framework for Improved Health and Wellbeing 2013-2025
Heritage Ireland 2030
Housing First National Implementation Plan 2022-2026
Housing for All
Housing for All Action Plans and Progress Updates
Housing for All Roadmap for increased adoption of MMC in public housing delivery
Housing for All Modern Methods of Construction (MMC) Introductory Guide
Housing for All guidance for design build housing contracts
Housing Options for our Ageing Population policy (2019)
Ireland's National Energy and Climate Plan 2021 - 2030
Ireland's Road Haulage Strategy 2022-2031
Local Economic and Community Plan Guidelines 2021 (DRCD)
Major Emergency Management Framework 2006 (MEM)
Marine Planning Policy Statement
Market Surveillance Regulation (EU) No. 2019/1020
Market Surveillance of Construction Products Strategy
Met Eireann strategic plan 2017-2027
National Adaptation Framework
National AI Strategy
National Biodiversity Action Plan 2023 -2030
National Bioeconomy Action Plan 2023-2025

## NATIONAL/EU

National Broadband Plan

National Clean Air Strategy

National Cyber Security Strategy

National Cycle Network Plan

National Development Plan

National Digital Strategy

National Disability Strategy

National Energy and Climate Plan 2021-2030

National Flood Forecasting and Warning Service

National Implementation Plan for the SDGs 2022-2024

National Heritage Plan - Heritage Ireland 2030

National Housing Strategy for Disabled People 2022 - 2027

National Landslide Database and Landslide Susceptibility Map

National Marine Planning Framework

National Oversight and Audit Commission (NOAC) reports

National Organic strategy 2024-2030 (Published Q2 2024)

National Planning Framework 2040

National Policy on Architecture 2022

National Road EV Charging Plan 2024 to 2030

National Skills Strategy

National Social Enterprise Policy for Ireland 2019-2022

National Sports Policy 2018-2027

National Strategy on Domestic, Sexual and Gender-Based Violence

National Sustainable Mobility Policy 2022-2030 and associated Action Plan 2022-2025

National Swimming Strategy 2024-2027

National Traveller and Roma Inclusion Strategy 2017-2021 (to run until 2025)

National Vacant Housing Reuse Strategy

Nature and biodiversity - Library (europa.eu)

Net Zero Industry Act

OECD Skills Strategy Ireland: Assessment and Recommendations

Open Data Strategy

Our Living Islands - National Islands Policy 2023-2033

Our Public Service 2020

Our Rural Futures

PEACEPLUS Operational Programme Overview document and Programme Manual

People, Place and Policy - Growing Tourism to 2025 and the associated Tourism Action Plans

Policy on Property Acquisition and Disposal

Policy Statement on Geothermal Energy for a Circular Economy

Policy Statement on Mineral Exploration and Mining

## NATIONAL/EU

Programme for Government: Our Shared Future

Policing, Security and Community Safety Act 2024

Project Ireland 2040

Protocols on Transfer and Sharing of Property Assets

Public Sector Energy Efficiency Strategy

Public Service Apprenticeship Plan 2023

Public Service Agreement 2024 - 2026

Public Service Data Strategy

Public Transport Accessibility Retrofit Programme

Renewable Electricity Policy and Development Framework (REPDF)

Renewable Transport Fuel Policy 2023-2025

Report on Inter Departmental Group on National Coastal Change Management

River Basin Management Plan

Road Safety Strategy 2021-2030

Rural Development Policy 2020+ Next phase

Sharing the Vision: A Mental Health Policy for Everyone 2020-2030

SláinteCare | Right Care, Right Place Right Time

Sráidainmneacha: Treoirlínte/Streetnames: Guidelines

Strategic Emergency Management Framework 2017 (SEM)

Strategy for the Future Development of National and Regional Greenways

Strategy for World Heritage in Ireland 2024-2034 (public consultation ongoing)

Statement on Petroleum Exploration and Production in Ireland

Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland

The Library is the Place: Information, Recreation, Inspiration - National Public Library Strategy 2023-2027

The National Language Strategy 2010-2030

The National Oil Spill Contingency Plan

The National Search and Rescue Plan

Tourism Policy Framework (to be published)

Town Centre First

United Nations Convention on the Rights of Persons with Disabilities (UNCPRD)

Water Services Policy Statement 2024 - 2030

Whole of Government Circular Economy Strategy 2022 - 2023

Wind Energy Development Guidelines (WEDGS)

Young Ireland: the National Policy Framework for Children and Young People 2023-2028

Youth Homelessness Strategy 2023-2025

**REGIONAL**

ERDF Operational Programmes 2021-2027  
 Flood Risk Management Plans and Maps  
 Regional Planning Guidelines for the Border Region  
 North-East Regional Enterprise Plan  
 Regional and Local EV Charging Network Plan 2024 to 2030

**LOCAL**

Monaghan County Development Plan 2019-2025 / Draft Monaghan County Development Plan 2025-2031 (once adopted)  
 CCMA Delivering Effective Climate Action Strategy 2030  
 Code of Practice for Inspecting and Certifying Buildings and Works  
 Monaghan Community Safety Partnerships Strategic Plan  
 Enforcement of Construction Products Regulation  
 Enforcement of Energy Performance of Buildings Directive  
 Enforcement of European Union (In-Building Physical Infrastructure for High-Speed Electronic Communications) Regulations 2023  
 Enforcement of Market Surveillance Regulation, with respect to the marketing of construction products  
 Framework for Building Control Authorities – Ensuring effective Building Control administration, inspections and enforcement  
 Guidelines for Market Surveillance Authorities  
 Local Area Action Plan under PEACEPLUS  
 Local Authority Climate Action Charter  
 Monaghan County Council Climate Action Plan  
 Monaghan Local Economic and Community Plan (LECP) 2023-2029  
 Local Children and Young People’s Services Committees (CYPSC)  
 ‘Libraries make lives better’: Monaghan County Libraries Development Plan 2024-2028  
 Monaghan County Council Housing Delivery Action Plan  
 Monaghan County Council Digital Transformation Strategy  
 Monaghan County Council Tourism Strategy  
 Monaghan County Council Biodiversity & Heritage Strategic Plan 2020-2025  
 Monaghan County Council Noise Action Plan  
 Local Enterprise Offices Policy Statement 2024 - 2030  
 Transport  
 County Monaghan Road Safety Plan 2023-2024  
 Advice Note to Local Authorities on Shared Micromobility Services  
 County Walking & Cycling Strategy 2021-2026



## APPENDIX II: LIST OF ELECTED REPRESENTATIVES

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

### BALLYBAY – CLONES MUNICIPAL DISTRICT



Cllr. Séamus Coyle



Cllr. Sean Gilliland



Cllr. Pat Treanor



Cllr. Richard Truell



Cllr. Sinéad Flynn



### CARRICKMACROSS-CASTLEBLAYNEY MUNICIPAL DISTRICT



Cllr. Aidan Campbell



Cllr. Colm Carthy



Cllr. Noel Keelan



Cllr. P.J. O'Hanlon



Cllr. Peter Conlon



Cllr. Paul Gibbons



### MONAGHAN MUNICIPAL DISTRICT COUNCILLORS



Cllr. Raymond Aughey



Cllr. Seán Conlon



Cllr. Seamus Treanor



Cllr. Bronagh McAree



Cllr. Pauric Clerkin



Cllr. Niamh McCooey



Cllr. Alan Johnston



# APPENDIX III: MONAGHAN COUNTY COUNCIL EXECUTIVE TEAM

Monaghan County Council Senior Management Team.



**Robert Burns**  
Chief Executive  
Monaghan County Council



**Ms Patricia Monahan**  
Director of Services  
Directorate of Climate Action,  
Environmental and Water  
Services



**Olga McConnon**  
Director of Services  
Directorate of Finance, Housing  
& Cultural



**Mr Cathal Flynn**  
Director of Services  
Directorate of Economic  
Development, Planning &  
Capital Projects



**Ms Carmel O'Hare**  
Director of Services  
Directorate of Corporate  
Services and Innovation

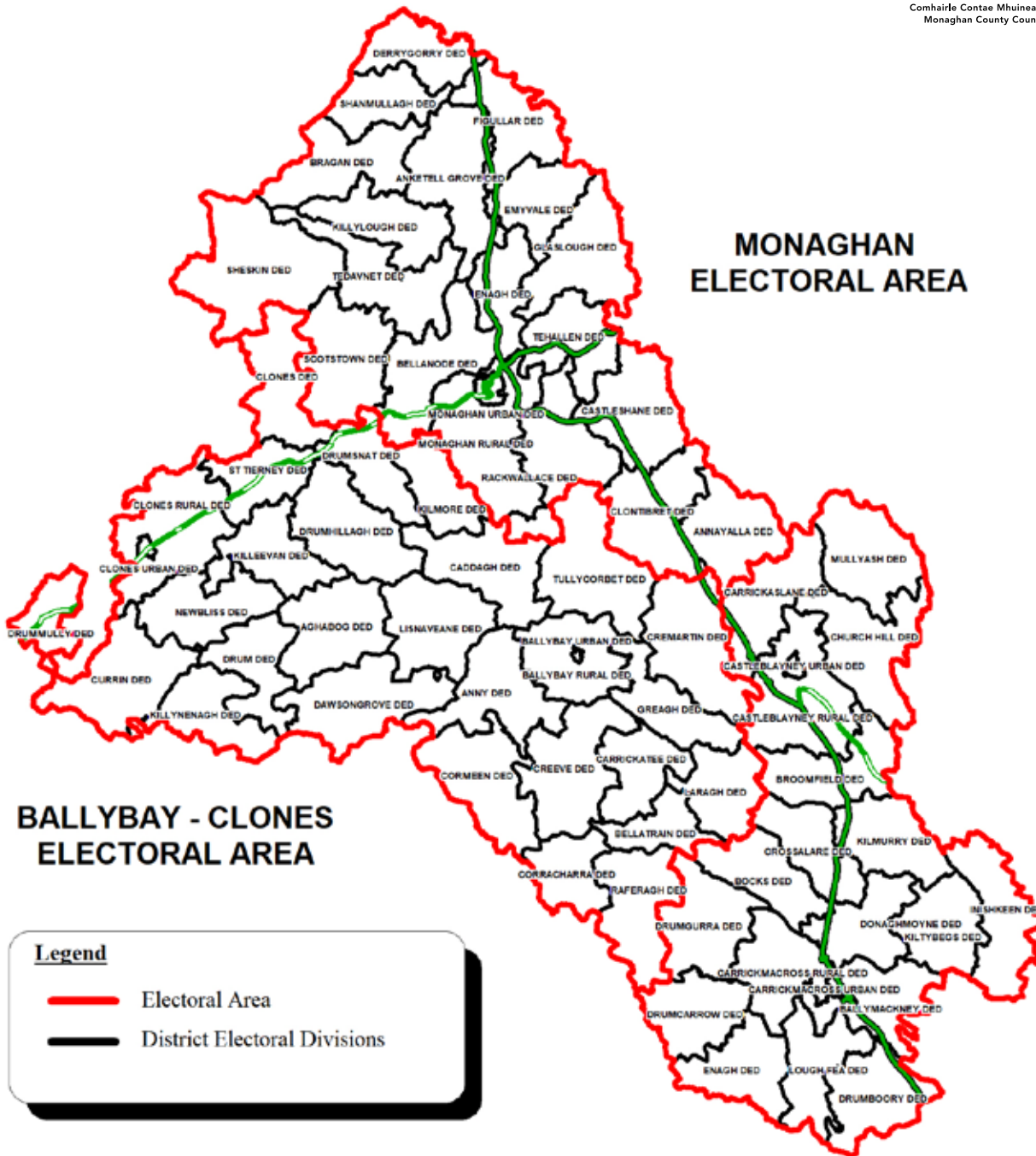


**Mr Gareth McMahon**  
Acting Director of Services  
Directorate of Transportation,  
Community & Rural  
Development

# County Monaghan Electoral Areas



Comhairle Contae Mhuineacháin  
Monaghan County Council



# MONAGHAN COUNTY COUNCIL

## CORPORATE PLAN 2024 – 2029

Council Offices, The Glen, Monaghan

Phone: (047) 30500

Email: [info@monaghancoco.ie](mailto:info@monaghancoco.ie)

