

Cavan County Council



Corporate Plan 2010 – 2014





Contents

Mission Statement.....	5
County Managers Introduction.....	6
Address by the Cathaoirleach.....	7
How the Council Functions	9
Elected Members	10
Management Structures.....	11
Core Service Areas	12
Section One: The Cavan County Council Way	14
Section Two: Who we are and what we do	16
Section Three: Profile 2007 - 2010	18
Section Four: Cavan and the Changing World	20
Section Five: Strategic Priorities and Vision for the next four years	23
Section Six: Keeping on Track and Accountability	36

NOTE: This Corporate Plan is available in Accessible Format. Please contact Corporate Affairs Section on 049 437 8300.

Photo: Copyright of Adrian Donohoe





Mission Statement

**“To be the best at
what we do”**

Through our actions we will lead and promote the sustainable development of our county, build confidence in our future, improve quality of life for our citizens and promote a more just and inclusive society.





County Managers Introduction



Cavan Local Authorities have made significant progress over the last five years. The previous Corporate Plan provided crucial guidance and direction to the organisation as it broadened its horizons, expanded its output and became recognised as a model of good practice in many areas. The County has developed socially, environmentally, culturally and economically. The purpose of this initiative is to provide a framework for our actions over the next 4/5 years. It paints broad canvasses including crucial areas for development, identifies very important objectives and most importantly reinforces the values that make our local government system unique. It will be implemented in a time of significantly scarcer resources; a fact recognised herein. However it is founded on two beliefs that:

- excellent attitudes, behaviours and skills will continue to facilitate progress in a changing environment
- we must continue to aim to be the best at what we do

The plan strives to build internal and external capacity through a focus on six key areas; economy, environment, community, infrastructure, governance and communication. High level objectives and activities are set out. It will be reviewed annually by the elected members and executive; this will coincide with the business planning yearly cycle. Team and individual plans will also be closely linked to the Corporate Plan providing clear direction for all staff. It is not set in stone; we must be flexible, efficient and agile to thrive in challenging times.

Most importantly it is more than a document; it is a process of continuous planning, assessment, change and cooperation. Each day the challenges and opportunities that present themselves are dealt with. The organisation has a huge influence on progress in the county. Hence the need for continuous learning and re-strategising. A virtuous circle is established comprising of setting clear direction, efficient implementation, inclusive dialogue and realignment.

We are building on the great work of the past five years. Now the opportunity presents itself to reach a higher level. I am more than confident we will succeed.

Jack Keyes, County Manager



Address of An Cathaoirleach



I am delighted to welcome the publication of the Cavan County Council's Corporate Plan for 2010 – 2014.

The Corporate Plan is our strategic planning document and a statement of our overarching aims and objectives over the next four years.

The role of Local Government has changed considerably in recent years. The wider remit now associated with Local Government has seen it take on a key role in the areas of economic development, tourism, social inclusion and community life generally.

Cavan Local Authorities have been to the fore in driving the new agenda for Local Government while continuing to build on its traditional strengths.

As part of the corporate planning process all elements of Cavan Local Authorities input to life in this county have been looked at and strategic areas identified where local government can continue to make a positive contribution to quality of life for the people of this county.

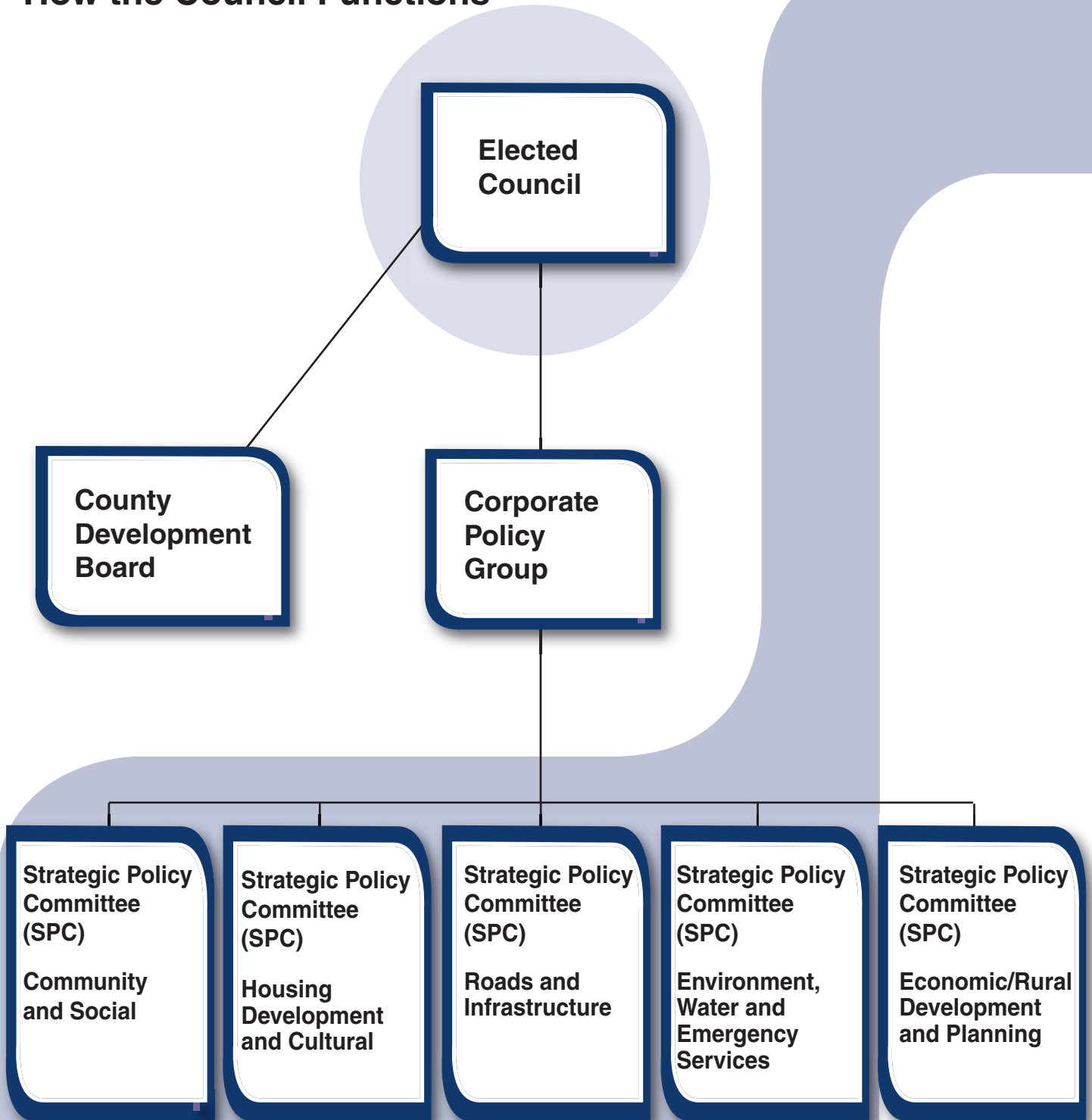
I look forward to working with the rest of my elected colleagues, employees and the many stakeholders in this county to ensure that the actions detailed in this plan become a reality over the life of this Council.

Councillor Dessie Boylan, Cathaoirleach





How the Council Functions





Local Elected Members

Cavan County Council

Bailieborough Electoral Area

David Blake
Aidan Boyle
Fergal Curtin
Paddy McDonald
Sean McKiernan
John O'Hare
Niamh Smyth

Cavan Town Council

Paddy Conaty
Paddy O'Reilly
Andrew Boylan
Brian McKeown
Terry Argue
Des Cullen
Patricia Walsh
Jacqui Lewis
Paddy Sexton

Ballyjamesduff Electoral Area

Daniel Brady
Dessie Boylan
Paddy O'Reilly
Shane P. O'Reilly
Paddy Smith
Pauline Tully-McCauley

Belturbet Town Council

John Scott
Raymond Johnston
John McDonald
Seamus Fitzpatrick
Liz McDermott
Tony Gorby
Paddy Brady
Mickey Lee
Peggy Gray

Belturbet Electoral Area

Damian Brady
John Paul Feeley
Maura Maguire Lynch
Peter McVitty
Sean Smith

Cootehill Town Council

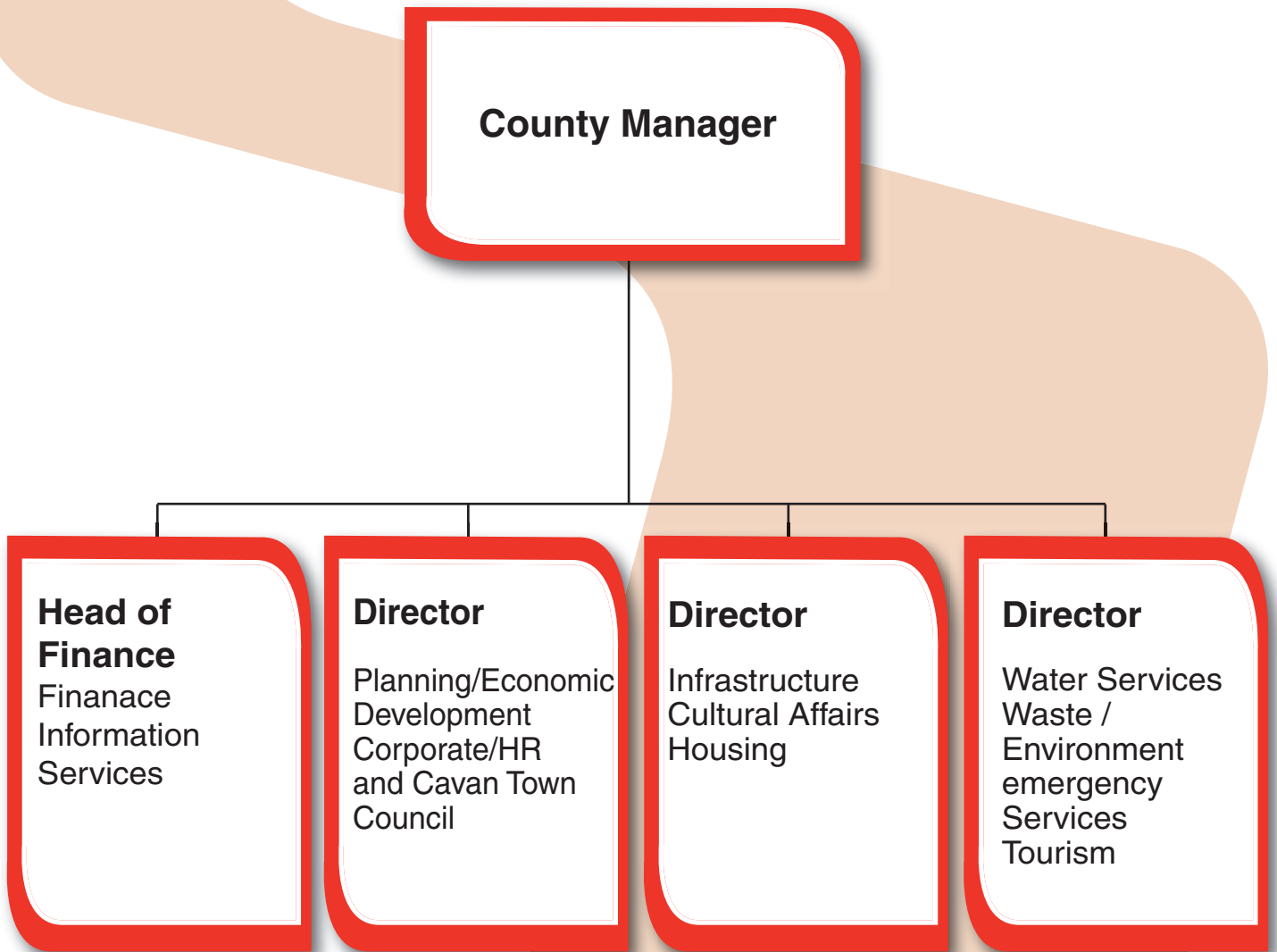
Aidan Boyle
Paddy Halton
Michael McCarey
Sean Igoe
Harry McCabe
John Martin
Vincent McCaul
Don Smith
Damien Kivlehan

Cavan Electoral Area

Madeleine Argue
Winston Bennett
Andrew Boylan
Charlie Boylan
Gerry Murray
Val Smith
Patricia Walsh

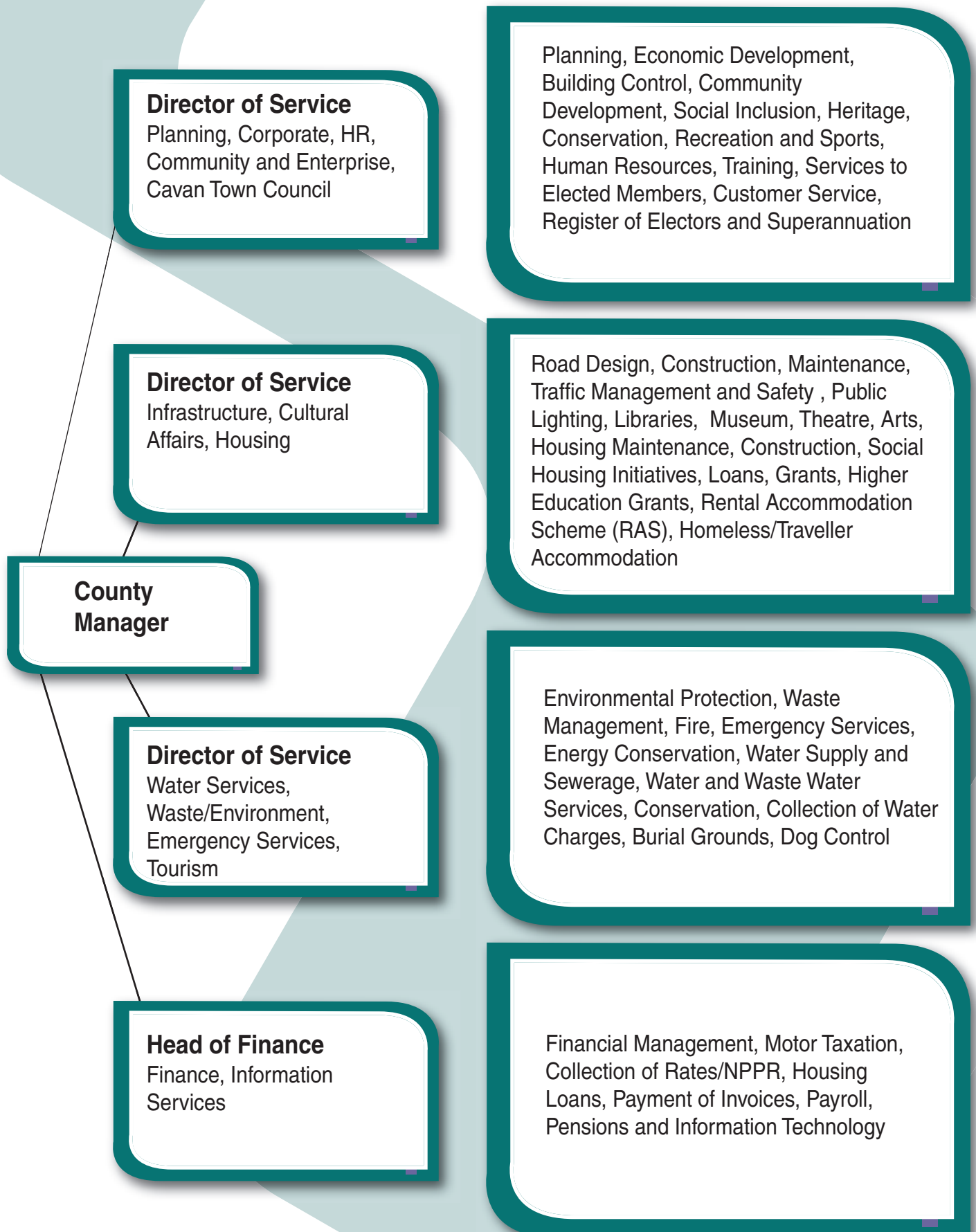


Management Structure





Core Service Area







Section One: The Cavan County Council Way

1.1 Building on Strengths

Cavan Local Authorities has a solid record of performance over the last ten years. There are many examples of progress and transformation. By striving for best results the Council has been recognised as a model of good practice in certain areas and has been the recipient of many national awards including:

- Irish Business Against Litter Awards, Cavan Town
- O2 Ability award; overall public sector winner (2010)
- Engineer Ireland Continuing Professional Development Award (2009)
- Chambers Ireland Excellence in Local Government Awards (2008)
- UNESCO Designation of the Marble Arch Geopark (2008)
- Johnston Library and Farnham Centre: CILIP award (2007)
- FAS Excellence Through People Award (2007)

Feedback from others has told us that we are:

- friendly and personable
- reliable and dependable
- accessible and down to earth
- hardworking and committed

These are qualities that characterise the people of this County. We believe they are qualities which are important to preserve and strengthen, particularly at a time of uncertainty about the future. This is a time to focus on what is real and enduring. For Cavan Local Authorities we see this in the quality of the people and the beauty of the place.

1.2 Looking Ahead

While much is changing and the future is uncertain, nevertheless it is an imperative for Cavan Local Authorities to look ahead and set direction. At a time of

- reducing resources, it will be critical to use what we have wisely
- environmental concerns over energy and climate change, it will be critical to safeguard and protect our beautiful natural environment
- economic recession, it will be critical to find new ways of generating income for the County to maintain and develop jobs and services

Doing nothing or more of the same is not an option. Change has to happen.



1.3 Strategy for 2010 – 2014

This strategy sets out Cavan Local Authorities' priorities for the next four years. It is very much focussed on the opportunities for the County as a whole and on areas where the local authority can deliver maximum impact.

These are based on assessing:

- a) the key drivers for change
- b) the strengths we must build on
- c) the weaknesses we must address

These will determine our priorities, objectives and actions, shaping how we move towards the future.

Our aim is to maintain the essential everyday services and amenities people rely on as well as promoting the County as an attractive place where people can live, work, do business, recreate and enjoy what's best in the Cavan way of life.

1.4 Future Challenges

The challenges we face in Cavan are multi-faceted. No single organisation has all the answers. Therefore, we must work together. However the Council acknowledges its leadership role in local development, in accordance with Government Policy.

Among the stakeholders in Cavan Local Authorities are ratepayers, elected members, staff, local communities, national government and other public service departments. Our local economy has a large dependence on the agricultural and business communities who offer employment and generate vital revenue.

Cavan Local Authorities is committed to doing what it is responsible for to the highest standards, and to using its influence at a national level to promote the interests of the County. In other areas such as health, education, the economy, rural development, Cavan Local Authorities will do all it can to encourage and support the effort of others (in the areas where they have primacy) for the benefit of the people and place.

Hard times can bring two unexpected benefits:

- innovation and creativity, since necessity is the 'mother of invention'
- pulling together and teamwork through a deeper appreciation of what really matters

Cavan Local Authorities has already seen evidence of this among its staff and in working with other partners. On this basis we believe we can move forward with confidence in our ability to get through current challenges.



Section Two: Who we are and what we do

2.1 Purpose of Cavan Local Authorities

Cavan Local Authorities organise the delivery of many services to meet the essential everyday living, social and economic needs of its diverse population, as well as underpinning local democracy. The outcomes and outputs of the Authorities' work are of benefit to everyone living in the County.

The main priorities are to:

- a) provide and maintain essential services and infrastructure
- b) represent Cavan nationally and internationally in partnership with its social, cultural, commercial and sporting organisations
- c) safeguard the natural and built environment
- d) develop Cavan's cultural and community life
- e) support the conditions for economic development and job creation
- f) act as a catalyst for the future development of Cavan
- g) promote the commercial life of Cavan town and the County
- h) encourage and support local democracy and active citizenship

2.2 Our Mandate

Cavan Local Authorities takes its authority for what it does and how it operates from three main sources:

Under National and European legislation Cavan Local Authorities is required to provide as many as 75 services including:

- Housing
 - Water supply
 - Road maintenance
 - Fire service
 - Planning and Development
 - Waste management
 - Environmental protection
 - Recreation and Amenity
- a) In terms of how we manage ourselves we are obliged to comply with relevant legislation and professional codes of conduct.
 - b) Local Government has been established as a crucial element of our democratic system. It is charged with nurturing representative democratic initiatives and developing a socially inclusive society with an informed citizenry.
 - c) Under the Local Government Act 2001, we are required to act in the best interests of the county and its people. This has been a driver for wider developments in Cavan over the last ten years. As a result of this there has been a transition from seeing our role as simply service providers to become a driver of growth and development in the County.



2.3 Our Values

Developed through feedback from others and in consultation with our staff, the values of Cavan Local Authorities underpin all we do. We will endeavour to demonstrate these values in how we treat people, provide services and engage with the public and other organisations.

Honesty ▶ **tell the truth**

Courteous ▶ **polite and respectful**

Helpful ▶ **willing to assist others**

Open-minded ▶ **curious about new ideas**

Progressive ▶ **up to date and innovative**

Responsible ▶ **take our duty seriously**

Reliable ▶ **can be counted on to do what we say**

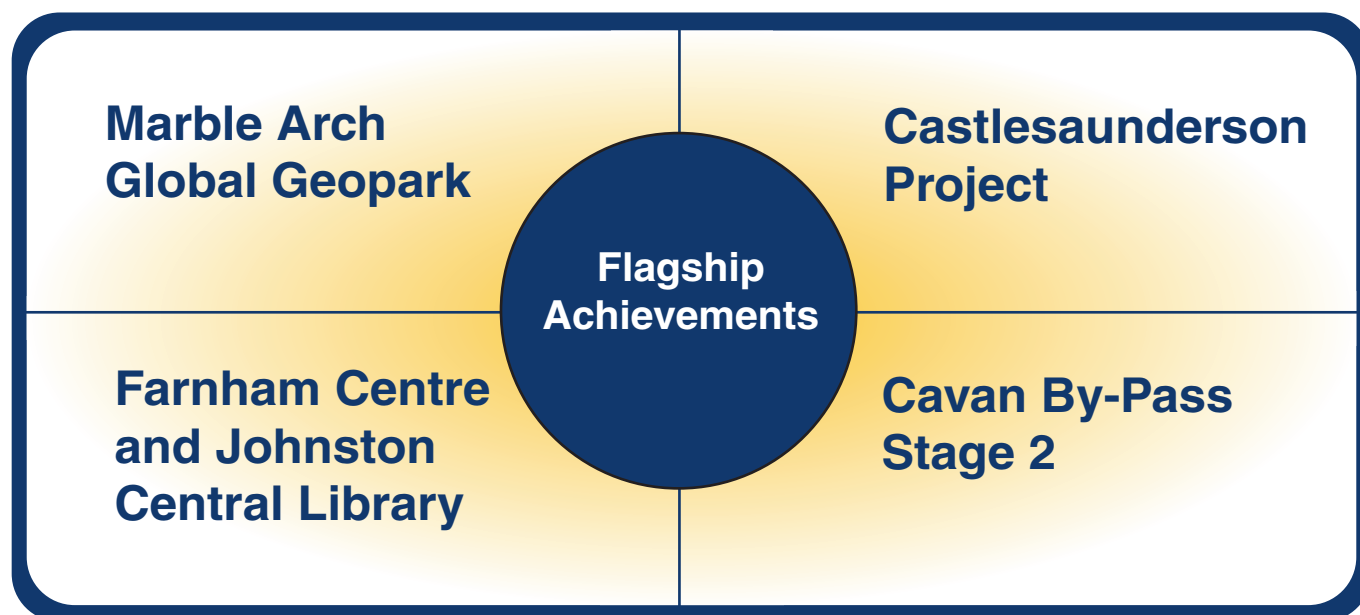
Inclusive ▶ **embracing diversity**

By living out these values in our language, behaviour, relationships and decision making Cavan Local Authorities will create a positive ethos for our staff, our stakeholders and everyone who is a recipient of the services we provide.





Section Three: Our profile 2004 – 2009



Over the period of the last Corporate Plan Cavan Local Authorities can point to many achievements. While the provision of services and infrastructure remains a core part of Local Government, the empowerment to act generally in the best interests of our communities as envisaged under the Local Government Act 2001 is now well embedded in the way we carry out our business. Some of our achievements over the life of the last Corporate Plan are listed hereunder:

Economic Growth:

- Review of Cavan Town and Environs and Cavan County Development Plans
- Further development of Cavan Town as envisaged under the National Spatial Strategy
- Expanded role in Tourism initiatives

Infrastructural:

- 600 social housing units provided over the last five years
- Record investment in non-national roads and local improvement schemes
- Kilmore Roundabout and Bailieborough Relief Road
- New Fire Stations in Cootehill and Belturbet
- New Waste Water facilities in Crosskeys, Mountnugent, Stradone and Crossdoney
- Major Capital Improvements to Cavan, Ballinagh and Kingscourt Water Supplies
- Major investment in rural water supplies across the county
- Broadband Metropolitan Area Networks constructed in Bailieborough, Cootehill, Kingscourt and Cavan
- Enhancement programmes in towns and villages under the Village and Urban Renewal schemes



Community, Social and Cultural

- Increased awareness and initiatives to improve accessibility
- Development of Social Inclusion Unit
- County Anti Racism and Anti Sectarian Plan launched
- Continued support for the County Development Board and the role of the Community and Voluntary forum
- A network of play grounds provided through the county including 2 adult playgrounds
- Promotion of active communities via Cavan Sports Partnership
- Capital Improvements to Cavan Leisure Complex and swimming pool
- 62% increase in Library visits
- Expanded use and promotion of all cultural/arts facilities in the county
- Major initiatives advanced under Peace III Programme

Environment

- Introduction of Bye-laws to regulate management of waste water treatment systems for single houses
- Increased sampling and monitoring programmes conducted on drinking water, rivers and lakes
- Accreditation of the Councils laboratory in Cullies
- Increased emphasis on green initiatives at local level

Corporate/Finance

- Implementation of new payroll system
- Greater use of online facilities such as motor tax
- Increased emphasis on training, staff development and Health and Safety
- Business Planning concept embedded in the organisation





Section Four: Cavan and the Changing World

This is a challenging time to be planning for the future. The external environment is changing and the future is uncertain. Even the future role of local authorities is unclear. Growth has definitely been achieved in Cavan in certain aspects in the last five years. The question now is sustainability and innovation for the future.

4.1 Opportunities

There are a number of changes in the outside world that will impact on Cavan Local Authorities. These changes offer opportunities as well as risks. Much depends on how Cavan Local Authorities chooses to respond to what it can control or influence. The Local Authorities can play a pivotal role in the following areas.

Political

- Shape how the new role for local government is implemented in Cavan
- Use improved governance systems to be more transparent and accountable in how we do business
- Further develop the role of elected members
- Support democratic participation by communities in shaping policy and planning

Economy

- Promote tourism in Cavan and its 'green' brand
- Increase connectivity with business centres through transport and broadband infrastructures
- Diversify sources of income generation and revenue
- Develop the hub status of Cavan Town and exploit the cross-border funding opportunities

Societal

- Integrate planning across all public sector and community organisations to develop infrastructure and services
- Utilise the skills and knowledge of everyone and their participation in Cavan civic and economic life
- Maximise the potential of all citizens through a focus on equality and social inclusion.
- Implement the Peace III Programme to bring communities together and breakdown barriers.

Technological

- Optimise the internet and web based solutions for commerce and doing our business differently
- Use social media to connect to everyone and reduce isolation
- Reduce the carbon footprint and energy costs by doing our business differently
- Facilitate the development of the smart economy through technological excellence.



Environmental

- Strengthen the water services infrastructure to maximise efficiency and reduce waste
- Become a model of good practice in developing 'green' expertise, solutions and enterprise
- Develop our natural assets to build leisure and tourism activities
- Support the agricultural sector to develop and diversify

The Corporate Plan will guide Cavan Local Authorities to make the most of the opportunities which present in the next four years.

4.2 Hard Knocks

There are hard realities now and likely in the future. Some of these are beyond the remit of Cavan Local Authorities to directly control or even influence. Nevertheless the Council is committed to playing its part in the efforts to address these either at a local or national level on behalf of the people it represents.

These include:

- Loss of jobs and income due to the economic recession and the recent negative impacts on the business infrastructure in Cavan and neighbouring counties.
- Cost of implementing new EU legislation in regard to environment and waste management.
- Major challenges with unfinished housing developments, taking in charge of developments, water services infrastructure.
- Re-appraisal of County Development Plans in the context of reviewed Regional Planning Guidelines.
- Economic challenges for existing businesses and the need for Cavan to attract more businesses into town as the economy turns to create employment.
Increasing costs of fossil fuels and the initial investment costs of developing new sources of energy.
- Physical location of Cavan outside of the Belfast to Dublin transport and commuter axis.
- Changes in allocation and spending directives by government acknowledging new economic reality.

4.3 Foundation Principles

The analysis of these changes and feedback from key stakeholders highlight a number of key principles on which to build this strategy.

Cavan Local Authorities must ...

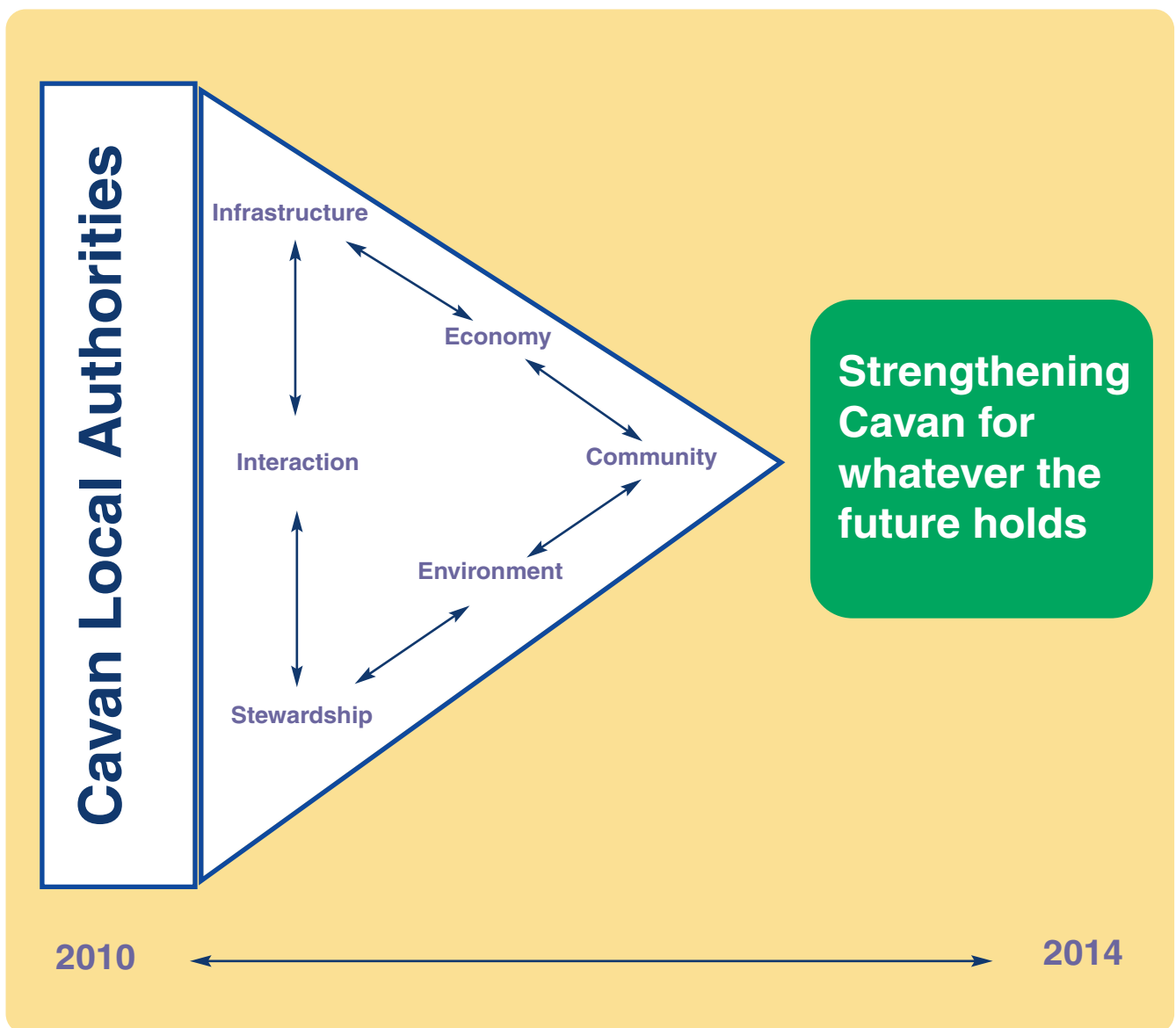
- **Be strategic:** look positively to the long term future
- **Share:** partner others to make the most of scarce resources
- **Learn:** recognise the imperative of continuous improvement through learning
- **Innovate:** find new ways of doing things
- **Protect Nature:** use the natural assets to build up tourism, leisure and the eco-diversity
- **Shape:** the place, its infrastructure, its people's participation in democracy and how others see Cavan



4.4 Strategic Priorities

The six emerging strategic priorities for Cavan Local Authorities to focus on for the future are:

- a) Community
- b) Economy
- c) Environment
- d) Infrastructure
- e) Interaction
- f) Stewardship





Section Five: Strategic Priorities

This section will set out Cavan Local Authorities' Strategic Priorities in the areas of:

- Community
- Economy
- Environment
- Infrastructure
- Interaction
- Stewardship

Each priority will be described in terms of its overarching goal, strategic priorities, themes and objectives with associated activities.

5.1 Community

Cavan Local Authorities will play a vital role in developing the community, environmental, social and cultural fabric of this county; by enabling active citizenship and community participation, building confidence in our county's future, enriching quality of life for all and bringing about a more just and inclusive society.

5.1.1 Priority: Quality of Life

Objectives

Activities

5.1.1.1 Continue to deliver quality community services which support and enhance quality of life for our citizens

- a) Ensure that strategic plans for Council community services are in place and are delivered
- b) Promote active participation in the cultural, recreational and sporting life of the county

5.1.2 Priority: Inclusion

Objectives

Activities

5.1.2.1 Promote an inclusive society within the county offering equality of opportunity for all our people

- a) Build on established strong foundations to deliver universal accessibility in the county through the implementation of the disability strategy
- b) Develop and deliver a local anti-poverty strategy and embed social inclusion into the way we work



5.1.3 Priority: Culture and Creativity Objectives

Activities

5.1.3.1 Safeguard, develop and promote the county's cultural services and sustain the creative output of the county

- a) Build, manage and exploit Cavan's unique cultural collection held by the Library, Museum and Archives Services
- b) Continue to deliver excellence in cultural programming recognising its value to citizens, to building local pride, to developing Cavan's profile and for cultural tourism

5.1.4 Priority: Community Development Objectives

Activities

5.1.4.1 Support community initiatives via community organisations and other voluntary structures to help build vibrant communities

5.1.4.2 Promote active citizenship and volunteerism to create a county with well informed, involved and committed individuals

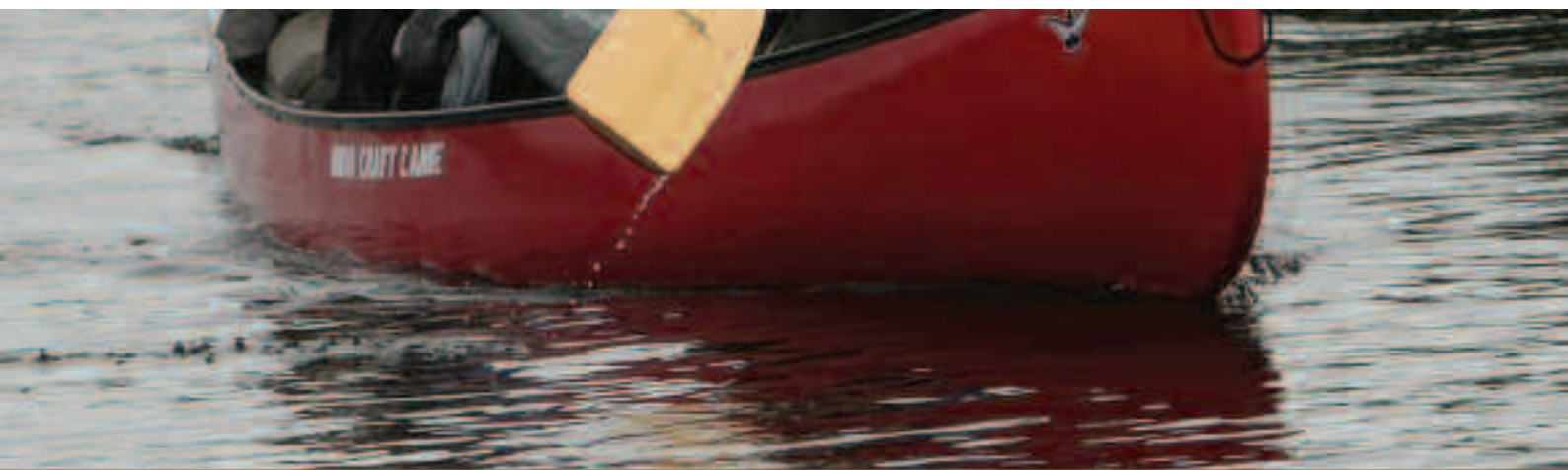
- a) Maximise awareness of how Cavan Local Authorities contributes to community life
- b) Promote community building by continuing to forge partnerships with other public agencies and with the community and voluntary sector
- c) Encourage and support participation within communities with a view to inspiring "pride of place" and shared responsibility by all for the betterment of their areas

5.1.5 Priority: Democratic Participation Objectives

Activities

5.1.5.1 Stimulate democratic participation in the county

- a) Strengthen the Strategic Policy Committee and Corporate Policy Group structure
- b) Raise awareness of the importance of the electoral process
- c) Support the policy making role of elected members





5.2 Economy

Cavan Local Authorities will play its part in making Cavan a county where enterprise is encouraged, valued and fostered and where the economic resources of the county are developed to their full potential. We will work with the business community and local enterprises as well as voluntary groups and communities to create economic and job creation opportunities. We will maintain a strong and stable financial base for Cavan Local Authorities and implement all relevant national and international agreements relating to climate change.

5.2.1 Priority: Enterprise Objectives

Activities

5.2.1.1 Promote practical collaboration between all economic development stakeholders at both the micro and macro levels to stimulate the local economy

- a) Facilitate co-ordination of the work of all state and voluntary agencies to harness the economic potential of the County
- b) Identify opportunities from cross border initiatives and funding streams to regenerate the economy
- c) Work with business and agricultural community to create economic, new business and job opportunities

5.2.1.2 Ensure that all statutory and non-statutory plans are proactive in response to the changes in the economy

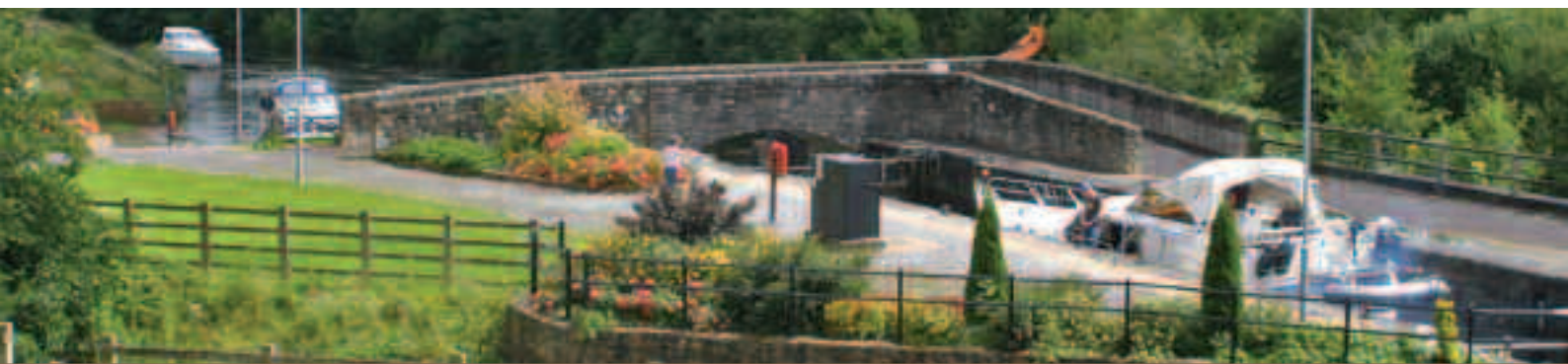
- a) All local authority plans and policies are proofed and tailored to support and stimulate local business and community needs

5.2.2 Priority: County Economy Objectives

Activities

5.2.2.1 Cavan Local Authorities in conjunction with the Cavan County Development Board (CDB) shall ensure the implementation of key priorities identified in the Strategy for the Economic, Social and Cultural Development of the county

- a) Ensure delivery of agreed actions of the CDB Strategy via the economic sub group of the Cavan County Development Board
- b) Co-ordinate the work of the agencies to harness the economic potential of the County
- c) Develop a network of enterprise centres and available land banks in the county





5.2.3 Priority: Tourism and Leisure Objectives

Activities

<p>5.2.3.1 Develop regional tourism capacity and facilities</p>	<ul style="list-style-type: none"> a) Develop a tourism strategy that actively supports the development of regional tourism facilities such as the Burren GeoPark, Castle Saunderson Project b) Raise the profile of Cavan as a viable tourist destination c) Target key events such as the Fleadh Cheoil na hÉireann and support local festivals to attract more short stay and return visitors the County
<p>5.2.3.2 Support the provision of social infrastructure in partnership with voluntary and community agencies</p>	<ul style="list-style-type: none"> a) Continue to work in partnership with the community to provide innovative social infrastructure such as better sports facilities b) Develop new Library spaces in Belturbet and Virginia and introduce new Mobile Library service
<p>5.2.3.3 Develop the natural tourism base in the county with emphasis on the Geopark, Burren, Forest Parks; Kingscourt and Killykeen</p>	<ul style="list-style-type: none"> a) Co-ordinate the energies of all stakeholders in the development of tourism in the county b) Complete development of Castle Saunderson as a centre of excellence for scouting in Ireland

5.3 Environment

Cavan Local Authorities will act to protect, conserve and enhance the natural and built environment of the County. We will consolidate and reinforce the reputation of Cavan as a high quality place to live and work. We will encourage private sector involvement in waste management activities and incorporate principles of sustainability and environmental considerations into all policy making. We will aim to be a leader in green business and co-operate with other external agencies in the protection of the environment.





5.3.1 Priority: Natural and Built Environment Objectives

Activities

5.3.1.1 Preserve “good water” status and enhance water quality in all waters

- a) Implement provisions of the four River Basin Management Plans relevant to the county
- b) Monitor rivers, lakes, farms and licensed industry and investigate water pollution incidents

5.3.1.2 Improve the appearance of the county

- a) Further develop tidy towns and villages initiatives
- b) Develop and implement Litter Management Plan

5.3.2 Priority: Green Business Objectives

Activities

5.3.2.1 Develop Cavan as a model of good practice for management of waste

- a) Achieve objectives of Regional Waste Management Plan
- b) Work with business and private sector entrepreneurs

5.3.2.2 Foster awareness in the broader community of the potential of green energy saving solutions

- a) Implement programmes designed to promote energy awareness and green business

5.3.2.3 Maximise funding and resources available to protect and promote the environment by partnership work

- a) Engage in partnership with all relevant community, state and semi state agencies

5.3.3 Priority: Water Objectives

Activities

5.3.3.1 Develop our water services operations as models of best practice

- a) Implement planned maintenance programmes for all plants
- b) Review emerging business models for the management of water services and implement where appropriate
- c) Develop planned training programme for all treatment plant operators

5.3.3.2 Promote the efficient and environmentally sustainable use of water

- a) Further expand and develop water metering as required by government policy



5.4 Infrastructure

The economic, social, environmental and cultural infrastructure creates the context for other development activity including job and wealth creation in Cavan. Cavan Local Authorities will maximise investment and improve the county's infrastructure to facilitate the ongoing development of the county.

5.4.1 Priority: Access Objectives

Activities

<p>5.4.1.1 Secure funding for national roads development in the county in line with National Roads Authority Programme</p>	<p>a) Progress the National Roads Programme b) Engage with stakeholders to complete and develop the following projects : • Belturbet By Pass (M3) • Upgrade N55, N87 • Development of link to M3 via Virginia By Pass</p>
<p>5.4.1.2 Increase accessibility to other urban centres</p>	<p>a) Refocus programme of Regional and Local Roads to preserve and improve the existing roads network b) Develop the adopted East – West Route to maximise the opportunities from the identified Dundalk – Sligo Route c) Lobby for the extension of the public transport system in Cavan d) Provide and promote sustainable alternatives to car use for locals and visitors</p>
<p>5.4.1.3 Provide infrastructure to facilitate the knowledge and smart economies</p>	<p>a) Facilitate and encourage relevant agencies and key players in the development of broadband capacity and infrastructure</p>
<p>5.4.1.4 Lobby for and co-ordinate the delivery of the county's infrastructure to provide for current and future economic, social environmental and cultural needs</p>	<p>a) Cavan Local Authorities shall proactively seek funding in the areas of: • Transportation • Telecommunications and Information systems • Water and sewerage services • Waste Management • Housing • Energy • Social/Community • Emergency Services</p>
<p>5.4.1.5 Lobby for the extension of the natural gas pipeline to Cavan Town</p>	<p>a) Engage with interested parties to ensure this issue receives prominence on the energy promotion agenda.</p>



5.4.2 Priority: Housing Objectives

Activities

5.4.2.1 Provide suitable social and affordable accommodation to meet the housing needs of the people of the county

- a) Engage with stakeholders; Department of Environment, Heritage and Local Government (DEHLG), Voluntary Housing Associations, Developers, tenants associations and the community liaisons programme in the delivery of the housing programme
- b) Accommodate and encourage the development of sustainable communities through mixed tenure estates
- c) Engage with Stakeholders/ Service providers Health Service Executive (HSE), Joint Policing Committee (JPC), Vocational Education Committee (VEC) and embrace policies contained in 'Building Homes Sustaining Communities'
- d) Engage with Social and Voluntary Housing Leasing Programme in the development of sustainable communities.
- e) Create synergies between Cavan Local Authorities and private developers

5.4.2.2 Encourage and engage in the improvement of accommodation standards for existing and new stock of public and private housing

- a) Implement DEHLG Energy Retrofit Programme
- b) Communicate with and encourage the engagement of the private sector with various energy agencies

5.4.3 Priority: Waste Objectives

Activities

5.4.3.1 Promote the development of sustainable waste management infrastructure

- a) Facilitate the development of Integrated Waste Facility in the County



5.4.4 Priority: Emergency Planning Objectives

Activities

<p>5.4.4.1 Proactive engagement with local business, organisations and providers of critical infrastructure to reduce the risks and potential loss arising from emergencies which cause or threaten death or injury, serious disruption of essential services or damage to property, the environment or infrastructure</p>	<ul style="list-style-type: none"> a) Continued implementation of the structures required under the framework for Major Emergency Management b) Compliance with and enforcement where necessary of the statutory provisions of the relevant Legislation c) The development of a system of pre incident planning within each brigade area
<p>5.4.4.2 Provision of a suitably equipped, efficient and effective emergency response capability within the County's Fire Service</p>	<ul style="list-style-type: none"> a) Implement the National Directorate for Fire and Emergency Management's Standard Operational Guidance as part of a managed approach to Health, Safety and Welfare at Work for all fire service personnel b) Engage in development and implementation of new policy as set down by the National Directorate for Fire and Emergency Management.
<p>5.4.4.3 Promotion of a safety culture both within the local authority organisation and throughout the community</p>	<ul style="list-style-type: none"> a) Implement national fire safety programmes b) Engage with other sections of the organisation in relation to fire safety issues





5.5 Interaction

Cavan Local Authorities will increase engagement and interaction with the people who live in Cavan and support their participation in civic life and the Council. We will promote Cavan County locally, nationally and internationally. Our aim is to influence for the benefit of Cavan.

Cavan Local Authorities will keep customers and staff informed on all aspects of their activities with special emphasis on up to date information. We will utilise new technology to maximise communication channels and information sharing systems.

5.5.1 Priority: Profile Objectives

Activities

5.5.1.1 Raise profile of County Cavan nationally and internationally	<ul style="list-style-type: none"> a) Develop website to enhance and market Cavan as a place to live, visit and invest. Website to become one stop shop for up-to-date information. b) Inform citizens of services provided by Cavan Local Authorities in conjunction with other Local Authorities.
5.5.1.2 Profile the work of Cavan Local Authorities to the wider public	<ul style="list-style-type: none"> a) Publish bi-annual summary of achievements b) Make available on Internet, Intranet, Public Offices and publish in newspapers c) Provide Notice Board in Public Areas with details of current news, events

5.5.2 Priority: Modern Technology Objectives

Activities

5.5.2.1 Make Cavan a leader in the use of modern technology to accelerate the exchange of information and services in the county	<ul style="list-style-type: none"> a) Develop Local Authority presence on Facebook, Twitter, You Tube, etc. b) Use SMS (Texting) to communicate with the public c) Offer subscription service where public can indicate areas of interest d) Provide 'local' e-government services in Cavan where feasible.
5.5.2.2 Provide accessible information resources and support services for elected members	<ul style="list-style-type: none"> a) Implement the extranet and provide access in Council Chamber b) Liaise with elected members on content Promote use of new technology



5.5.3 Priority: Citizen Engagement Objectives

Activities

<p>5.5.3.1 Stimulate greater interaction between Cavan Local Authorities and its citizens</p>	<p>a) Proactively and openly communicate with Cavan residents and diaspora on a regular basis</p>
<p>5.5.3.2 Increase interaction between young people and their families with a view to encouraging greater participation in civic life</p>	<p>a) Develop programme aimed at transition year students in 2nd level to promote the role of Cavan Local Authorities b) Create awareness of the wide range of services provided by Cavan Local Authorities c) Actively engage and encourage participation d) Promote use of online services and interaction with the wider community through students e) Be proactive in engaging with the media</p>
<p>5.5.3.3 Re-examine and audit existing communication strategy</p>	<p>a) Outline specific initiatives on a section basis b) Assess effectiveness of those activities</p>

5.5.4 Priority: Cavan Brand Objectives

Activities

<p>5.5.4.1 Set up a consultative process of interested stakeholders to develop and market a brand for Cavan</p>	<p>a) Develop the concept of the learning organisation to enable the organisation to adapt new ideas from the macro environment b) Further develop networking mechanisms and opportunities</p>
<p>5.5.4.2 Use all available opportunities to positively promote and market the County</p>	<p>c) Seek the public's view on such issues and as part of what we do d) Promote greater business to business</p>



5.6 Stewardship

Cavan Local Authorities will ensure the effective, efficient and economic use of all Council resources through developing its people and streamlining its processes. We will be good stewards of our staff, our money and our energy. We aim to be a learning organisation capable of improving performance and innovating new practices to achieve better outcomes.

5.6.1 Priority: Financial Management Objectives

Activities

5.6.1.1 Effectively manage budgets and achieve maximum efficiency goals and value for money

- a) Prepare the annual budget within the timeframe established to enable effective management of Council's resources
- b) Delegate adopted budgets to appropriate level
- c) Review on an on-going basis expenditure/income with the adopted budget

5.6.1.2 Promote strong financial management throughout Cavan Local Authorities

- a) Ensure maximum utilisation of Financial Management System to provide relevant and timely information to all stakeholders
- b) Arrange for training on financial management system as required
- c) Provide timely financial management reports to senior management team and elected members

5.6.2 Priority: Energy efficiency Objectives

Activities

5.6.2.1 Ensure that green principles and sustainable practices are enshrined in all strategic policies and operational plans implemented by Cavan Local Authorities

- a) Benchmark/Audit all policies and operational plans to ensure compliance with best practice

5.6.2.2 Reduce energy costs within Cavan Local Authorities

- a) Address energy usage and develop efficient tendering process for energy supply



5.6.3 Priority: Informing and Listening Objectives

Activities

5.6.3.1 Ensure all staff have the up to date and accurate knowledge and information required to perform their job effectively.

- a) Set targets for communication actions for directorates, teams and individuals
- b) Introduce a team briefing system to promptly cascade decisions throughout the organisation
- c) Ensure staff are aware of upcoming issues/events
- d) Ensure team meetings are used positively to inform, disseminate knowledge and generate ideas to improve services and performance

5.6.4 Priority: Governance Objectives

Activities

5.6.4.1 Develop good corporate governance procedures throughout Cavan Local Authorities

- a) Prepare corporate risk register and ensure that appropriate monitoring and reporting systems are in place
- b) Ensure best practice in place in relation to procurement throughout organisation
- c) Promote financial performance management culture throughout organisation
- d) Prepare all statutory reports and returns within prescribed time frames





5.6.5 Priority: People Potential Objectives

Activities

<p>5.6.5.1 Equip staff with the skills and knowledge required for the future workplace</p>	<ul style="list-style-type: none"> a) Develop a capability building strategy which utilises on the job training and development opportunities and the transfer of skills and knowledge through coaching, mentoring and e-learning b) Implement performance development planning based on meaningful feedback information to allow staff learn and grow their capabilities
<p>5.6.5.2 Ensure the necessary skills supply for the future</p>	<ul style="list-style-type: none"> a) Determine the role and competence profiles required for the future in all areas of the organisations operations to improve performance, quality and efficiency in service delivery b) Develop a workforce plan to manage succession, talent development and business continuity for the future c) Facilitate staff mobility maximising opportunities for flexible deployment of people where they are most needed

5.6.6 Priority: Innovation and Performance

Objectives

Activities

<p>5.6.6.1 Streamline work processes to increase performance and release efficiency</p>	<ul style="list-style-type: none"> a) Create a culture of continuous improvement and innovation through leadership, coaching and learning b) Initiate rapid improvement projects in areas where there is duplication, waste or delays in service performance c) Increase shared working across sections to improve performance d) Introduce quality circles to enable staff to share good practice and generate ideas about innovation and performance improvement
---	--



Section Six: Keeping on Track and Accountability

6.1 Management Framework

The Corporate Plan provides the management and accountability framework for Cavan Local Authorities. The strategic priorities, objectives and activities will be implemented through annual section business plans, manager's personal objectives and individual staff work plans. The Corporate Plan is a guide to decision making and resource deployment. It sets out clearly for everyone the business direction.

6.2 From Corporate to Individual

The processes for integrating the Corporate Plan into individual work plans are shown below:

