



## **Table of Contents**

<b>Forward</b>	<b>3</b>
<b>Mission Statement and Vision</b>	<b>5</b>
<b>How the Council Functions</b>	<b>6</b>
<b>The Elected Council</b>	<b>7</b>
<b>Management Structure</b>	<b>8</b>
<b>About Cavan County Council</b>	<b>9</b>
<b>Profile of County Cavan</b>	<b>12</b>
<b>Review of the Corporate Plan 2010-2014</b>	<b>16</b>
<b>Operating Environment</b>	<b>18</b>
<b>Our Values</b>	<b>23</b>
<b>Strategic Objectives, Strategies and Strategic Projects</b>	<b>24</b>
<b>Implementation and Performance Review</b>	<b>34</b>

## **Appendix 1 Base Line Data**

## **1. Forward**

The publication of the Cavan County Council Corporate Plan 2015-2019 comes at a time of unprecedented change for local government and the delivery of local services. The reform programme brought about by the Local Government Reform Act 2014 is the most significant change to local government structures in over one hundred years. The abolition of three Town Councils, establishment of new Municipal Districts, alignment of local development and the creation of Irish Water along with many other changes and increased citizen expectations have posed significant challenges to the organisation and will continue to do so in the life time of this Plan.

We believe that in Cavan County Council we are well placed to deliver the reform programme; meet the challenges head on and deliver the best services possible to our population. As a Council, we have continued to not only deliver, but to improve existing and develop new projects across all service divisions. We will ensure this commitment to improved services is maintained.

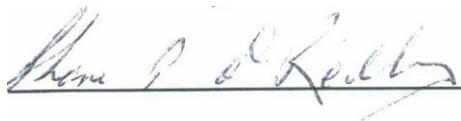
We have a proven record of success over the last decade. We have achieved national, European and world recognition for projects that delivered on strategic priorities identified in the 2009-2014 Corporate Plan.

This is against a backdrop of several recessionary years for the Irish economy which saw local government funding dramatically reduced. As a consequence difficult budgetary decisions were made with greater prioritisation on key strategic aims. Staff numbers have also been reduced and our staff has shown great commitment, flexibility and ingenuity in adapting to new work practices.

We now live in a time of greater scrutiny of how and where public money is allocated. New auditing and reporting requirements have been introduced and we must ensure all reports are properly prepared and serve to evaluate our services and make the necessary corrections where they are identified.

The Corporate Plan is not a standalone document; it is the foundation on which our Annual Budgets, Service Delivery Plans, Personal Development Plans and annual works programmes are based.

The Corporate Plan 2015-2019 is Cavan County Councils statement of our strategic priorities over the next four to five years and the actions to be taken to deliver on our strategic priorities. We have made great progress in recent years and we must continue this progress; be mindful of the resources available and not become complacent because of what we have achieved so far.



**Councillor Shane P O'Reilly,**  
Cathaoirleach

Cavan County Council

13<sup>th</sup> April 2015



**Ger Finn,**  
Chief Executive

Cavan County Council

## **2. Vision and Mission Statement**

### **Mission Statement**

“Putting Cavan First “

### **Our Vision:**

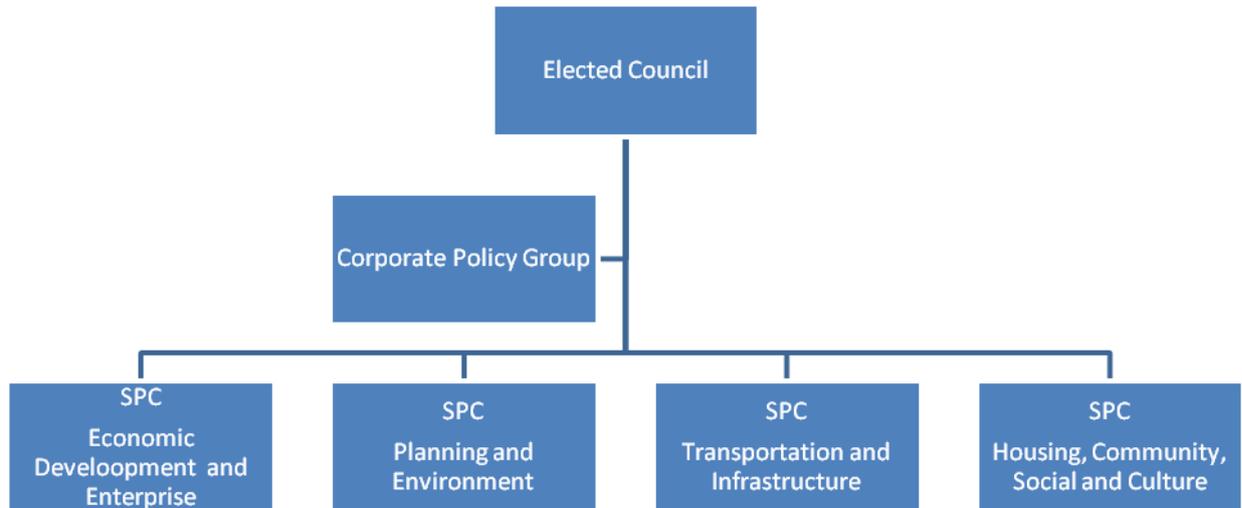
Promoting Cavan as a unique place to live, work, visit and do business”

### **Policy Statement**

We will lead and promote the economic, social and cultural development of our County, build confidence in our future, improve quality of life for our citizens and promote a more sustainable and inclusive society.

In delivering our services, we will ensure best possible value for money and will be accountable for our actions.

### 3. How the Council Functions



## 4. The Elected Council

### Bailieborough - Cootehill Electoral Area:

---

Brady Carmel	Fine Gael	Curtin Fergal,	Fianna Fáil
Kelly Clifford	Fianna Fáil	McDonald Paddy	Sinn Féin
Smith Val	Fine Gael	Smyth Niamh	Fianna Fáil

### Ballyjamesduff Electoral Area

---

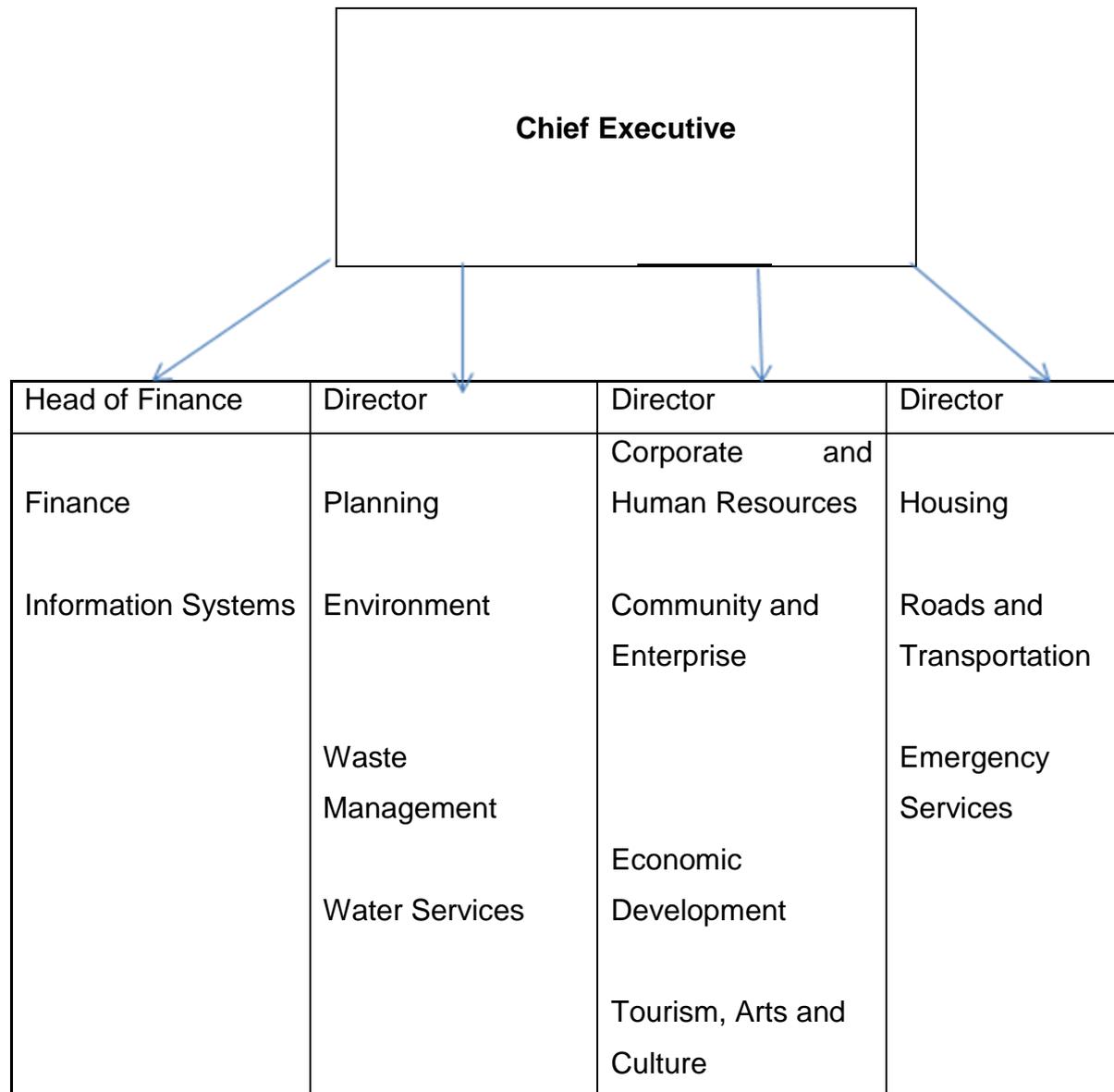
Bennett Winston	Fine Gael	Brady Philip	Fianna Fáil
Connell Noel	Sinn Féin	O'Reilly Paddy	Fine Gael
O'Reilly Shane	Fianna Fáil	Smith Paddy	Fine Gael

### Cavan Belturbet Electoral Area

---

Argue Madeleine	Fine Gael	Brady Damian	Sinn Féin
Feeley John Paul	Fianna Fáil	Greenan Eugene	Sinn Féin
McVitty Peter	Fine Gael	Smith Sean	Fianna Fáil.

## 5. Management Structure



## **6. About Cavan County Council**

### **What we do: Ours Core Service Areas**

---

#### **Service Division A: Housing and Building**

Provision of Social Housing

Estate Management

Housing Maintenance

Housing Loans and Grants

Homeless Services

Traveller Accommodation

#### **Service Division B: Roads and Transportation**

Road Design

Construction

Road Maintenance

Traffic Management

Road Safety

Public Lighting

Car Parks

#### **Service Division C: Water Services**

Service Level Agreement with Irish Water

#### **Service Division D: Planning and Development**

Planning Services

Building Control

Economic Development

Heritage

Community and Enterprise

Tourism Development and Promotion

Unfinished Housing Estates

Property Management

## **Service Division E: Environmental Protection**

- Monitoring Waste Regulations
- Operation of Fire Service
- Safety of Structures and Places
- Fire Prevention
- Street Cleaning
- Conservation
- Burial Grounds
- Control of Dogs
- Water Quality

## **Service Division F: Recreation and Amenity**

- Maintenance of public areas
- Maintenance of Outdoor Leisure Areas
- Sport and Recreational Development
- Library Services
- Theatres
- Museum

## **Service Division G: Agriculture, Health and Welfare**

- Veterinary Services

## **Service Division F: Miscellaneous Services**

- Financial Management
- Operation of Commercial Rates
- Motor Taxation

## **Customer Satisfaction Survey 2013**

---

In 2013, Cavan County Council undertook a Customer Satisfaction Survey. We designed a Services Survey Questionnaire which was comprehensive and accessible by members of the public.

The first section of the questionnaire established what section of the Local Authority the respondent contacted, why and how contact was made.

The questionnaire was then split up into four sections which examined the various methods people used to make contact with Cavan Local Authorities, with the respondents being asked to only complete the relevant section as to how they themselves made contact.

The final section of the questionnaire sought to obtain some general information about our services, asking all the respondents to answer questions relating to our application forms and how they rate our customer services. The results of that survey have informed the development of this Corporate Plan. The full report is available on our website [www.cavancoco.ie](http://www.cavancoco.ie)

## **Recognition for our achievements**

---

The 2010-2014 Corporate Plan was prepared at a time of national economic difficulty which greatly impacted on the operating environment of all local authorities. Rising unemployment, increased demand for services such as

- social housing
- declining income yields and
- reduced central government grants

all placed significant pressures on Cavan County Council. Perhaps our most significant achievement is in how this was managed and how services were maintained during this difficult time.

It was not easy. The 2009 adopted Annual Budget was €70.5million. The adopted budget for 2015 is €54,356,751. This is a reduction of some €16million. Through organisational reorganisation, increased efficiencies, staff flexibility and commitment we have been able to successfully manage our resources in delivering local services.

Yet despite these difficulties, we have been recognised for the work we have done across many areas. Details of our achievements are contained in our Annual Reports available [www.cavancoco.ie](http://www.cavancoco.ie) but some of the highlights include:

- World Responsible Tourism Award 2014
- EDEN Accessible Tourism Award 2013
- Chambers Ireland Excellence in Local Government Awards including “Local Authority of the Year” in 2011.

## 7. Profile of County Cavan

---

Cavan is located in the Border Region on the M3 (N3) north of Dublin. Cavan borders six counties; Leitrim to the West, Fermanagh and Monaghan to the North, Meath to the South-East, Longford to the South-West and Westmeath to the South.

Cavan shares a 70 km border with County Fermanagh in Northern Ireland and is the 19th largest of the 32 counties in area and the 8<sup>th</sup> smallest by population. The County is characterised by drumlin country side dotted with many lakes and small hills. The North West of the County is sparsely populated and mountainous with many areas of high scenic landscape.

The following statistical information is taken from “County Cavan Statistical Summary” prepared by the Social Inclusion Union of Cavan County Council

### Demographics

---

- The population of the county grew by 14.3 per cent between 2006 and 2011, nearly twice the growth rate for the State (8.2%) and now stands at 73,183.
- The population expanded in the the area surrounding Cavan town and there were increases to the south of the county (which is within the Dublin commuter belt). There are fewer residents in the West Cavan area.
- Cavan had the second highest rate of net migration (16.9 per 1,000 pop) after Laois (23.8). This indicates that Cavan has a stronger ability to attract new residents to live here than other counties.
- Cavan has a slightly higher proportion of young people in its population (23.55%) compared to the State as a whole (21.35%). Cavan also has a slightly higher proportion of older people than the State average, 12.12 % in Cavan compared to 11.66 % nationally
- Cavan had a ‘dependency rate’ of 55.42 %, which veered towards the higher side when compared with the Border Region (35.4%) and the State (33%)

## **Educational Attainment**

---

- Between 2006 and 2011 the adult population with primary education only decreased by 2.9 percentage points, leaving it at 16 per cent for 2011. Some areas, particularly in the West of the county, continue to have high rates of primary education only at over 30%
- The proportion of Cavan's population with third-level education has grown from 8.3% in 1991, to 23.3% in 2006 and marginally decreased by 1.1 percentage points to 22.2% in 2011. However this 20-year growth is still well below that which has occurred nationally (13.9 percentage points compared to 17.6 percentage points nationally).

## **Poverty and Social Exclusion**

---

- In 2010, disposable income per person in Cavan was €17,300 compared to €21,515 for Dublin and a national average of €19,318.
- 27.6% of the population in the 65 and over age group live alone.
- Cavan has been affected by the economic downturn; This is reflected in the drop in the absolute deprivation score from -2.8 in 2006 to -11.0 in 2011. This represents a drop of 8.2, compared to a nationwide drop of 6.5.
- Many of the rural parts of the county are considered disadvantaged.
- County Cavan has a lone parent household rate of 16.8% in 2011; This is well below the national average. Within the county, Belturbet Urban (33.1%) and Cavan Urban (31.9%) have rates which are significantly higher than the national average (21.6%).

## **Employment and Economic Activity**

---

- Census 2011 recorded that the number of unemployed was 7,331 or 21.2 % of the total labour force, an increase of 4,810 compared to 2006.
- There has been a very large increase in the number of unemployed males within the county, increasing by 3,290 between 2006 and 2011. Females on

the other hand have not experienced such a high rise in unemployment, only increasing by 1,520 in comparison. Male unemployment accounted for 65 % of all those unemployed in the county in 2011.

- In January 2015, there were 5,888 people on the live register in the county. Down from a peak of 7,462 in January 2011.
- Professional Services and Commerce and Trade are now the largest sectors (employing over 11,000 people). There are 3,056 VAT registered firms in Cavan (2012) and over 80 companies supported by Enterprise Ireland.
- Traditionally the economy of the county has been driven by agriculture and agriculture related activities. The CSO identifies Cavan as one of the counties most reliant on employment in agriculture.
- The pig industry is very significant in Cavan. More than one fifth of pigs in the country are in Cavan.
- Cavan attracts significant numbers of overseas visitors and the county's performance compared to neighbouring counties is good. However, compared with other areas of the country, Cavan (and the border region in general area) are weaker with regard to tourism numbers and spend. Domestic tourism figures show that the Border region had 772k visitors in 2013, much lower numbers than the West (1168k) or South West (1411k).

Population trends, economic trends and societal changes influence the decision making process and service delivery planning. Having awareness and understanding of these societal changes is critical in determining future strategic objectives. As the main provider of local services we must be aware of these changes and adopt strategies and plans to meet changing societal needs.

## 8. A review of the Corporate Plan 2010-2014

---

The Cavan Local Authorities Corporate Plan 2010-2014 was a comprehensive strategic document that provided the direction and informed the decision making processes of the Council during its lifetime. It was prepared against the backdrop of increasingly uncertain economic times and during the life time of the plan there were significant reductions in central government grants and significant pressures on local revenue streams.

More difficult times set us many challenges and both members and staff alike responded in a positive manner to take control of influencing our environment as much as possible. It is not unreasonable to say that our most significant achievement was how we adopted to reduced levels of funding and declining staff numbers to manage service delivery.

The 2010-2014 Corporate Plan identified six Strategic Priorities for Cavan County Council. These were:

1. Community
2. Economy
3. Environment
4. Infrastructure
5. Interaction
6. Stewardship

It is not possible here to outline in detail each of the many specific activities undertaken by Cavan County Council under each heading, but below is a sample of our key strategic activities over the last four years. For information on our activities [www.cavancoco.ie](http://www.cavancoco.ie) where our Annual Reports 2010 to 2014 are available.

- Developing the “This is Cavan!” Brand
- Marble Arch Caves and Global Geo Park
- Road Infrastructure Projects such as the Cavan Town Centre Eastern Access Road and Belturbet Bypass.

- Cavan Town Water and Waste Water Upgrade
- Organisation Development: Collaborate to Regenerate
- Castlesaunderson International Scouting Centre
- Cavan PEACE III Peace and Reconciliation Partnership
- Focus on accessibility across core functional areas
- Local Anti Poverty and Social Inclusion Strategy (LAPSIS) for County Cavan
- Cavan Sports Partnership Strategic Plan 2013-2015
- Establishment of IDEAL (Inclusion, Diversity, Equality and Age- Friendly Leaders) Network
- Festivals and events such as Fleadh Cheoil na hEireann and Taste of Cavan
- Full range of recycling infrastructure and meeting obligation to provide such facilities under the Regional Waste Management Plan
- Water Conservation programme
- Construction of 93 new units for Social Housing around the County
- Increased Social Media presence
- Mental Health Awareness Policy for staff.
- Internal Social Inclusion Plan for Cavan Local Authorities
- Diligent Financial Management

## **9. Operating Environment Cavan 2015-2019**

This is a challenging time to be planning for the future. The role and structure of Local authorities is changing at a pace not previously seen. Structural changes, shared services, new service level agreements, legal and regulatory requirements and increased public scrutiny of how we do our business all influence decisions we make.

### **External Operating Environment**

---

Our external operating environment is both dynamic and uncertain and is influenced by many factors, some of which are not directly within our control. During the life time of this plan some of the external factors which will influence our decision making processes are:

#### **Political Factors**

- New governance arrangements to improve transparency and accountability
- Increasing community participation in democratic processes
- Implementation of government policy and EU directives
- Increased interaction with government departments beyond the Department of Environment, Community and Local Government
- Political uncertainty at national level post the 2016 General Election
- Move towards collaborative local government at national policy level

#### **Economic Factors**

- High unemployment rates
- Competitiveness of local businesses
- Access to new markets for example food/ agri business Harvest 2020
- Pace of national economic recovery
- Border economy

## **Societal Factors**

- Demographic profiles and patterns
- Migration
- Population increase and high dependency ratios
- Increasing public expectations
- Peace and reconciliation

## **Technological Factors**

- Emerging technologies
- Security of information systems
- Increasing use of smart devices
- Access to high speed broadband and mobile phone services

## **Environmental Factors**

- Environmental regulations
- Changes in climate and more extreme weather conditions
- Water quality

## **Legal Factors**

- Increasingly complex legal and regulatory framework
- New legislation

## **Internal Operating Environment**

---

In addition to the above external factors, there are internal factors which we must also consider in setting the direction of Cavan County Council for the coming years. These include for example:

### **Elected Council**

Supporting our elected members in their wider role under new local government structures. Ensuring our elected members are fully informed and up to date on implementation of Council

policy. Provide adequate support to the CPG, SPC and all Council committees.

**Work force planning**

the need to plan ahead for staff retirements, business continuity and training needs, and the prospect of non replacement of staff.

**Changing work practices**

to reflect new service requirements, changing area structures and potential increase of shared service arrangements

**Municipal Districts**

ensure municipal districts are properly supported. Implement revised area structures from four to three in line with the Municipal Districts.

**Information Communications**

maximising internal use of new technology

**Technology Capabilities (ICT)**

services available across all platforms where feasible

**Performance Management**

full implementation of Performance Management Development System, new Performance Indicators subject to National Oversight and Audit Committee (NOAC) review, and monthly reporting requirements. Compliance with both internal and external audit requirements.

**Developing Staff**

to achieve the full potential of each individual member of our staff and valuing their contribution to achieving Corporate Plan Objectives.

**Financial Management**

the need to exercise prudence in managing our finances; to maximise all revenue streams and ensure their sustainability over the coming years and to be accountable for how we spend public money.

**Public Relations**

portraying a positive image of Cavan County Council; highlighting our achievements and responding to criticisms in a positive way to improve our service delivery.

**Efficiency**

continuous need to do more with less and achieve greater efficiencies

## **Opportunities in the Coming Years**

---

While accepting the challenges external and internal factors will have on our decision making for the coming years we must also be aware of the potential it offers Cavan County Council to improve its services and operations.

We must ensure that as an organisation and community we are ready to take advantage of opportunities that may arise where there will be a positive social, cultural or economic benefit to our County.

We have a responsibility to position not just the Council as an organisation but the entire County to be to the forefront of innovation and new ways of doing business and delivering services. Some of the areas where we can make a positive contribution include to:

- shape the future of local government and service delivery in Cavan
- continue our excellent work in accessibility for all
- lead by example in delivering services in a cost effective and efficient way
- continue to promote “This is Cavan” and the tourism product we have to offer
- use our leadership role to bring relevant local stakeholders together and work in partnership to progress key strategic projects
- pioneer new technology
- support and facilitate local industry to grow and create sustainable local employment
- promote Cavan locally, national and internationally as a place to live, work and do business

- take advantage of emerging funding streams

**In order to achieve this we must:**

**Be strategic:** look positively to the long term future

**Share:** work with others to make the most of scarce resources

**Learn:** recognise the importance of continuous improvement through leaning

**Innovate:** find new ways of doing things

**Protect nature:** use our natural assets to build up tourism, leisure and eco-diversity

**Shape:** the place, its infrastructure, its people's participation in democracy and how others see Cavan

This Corporate Plan will guide Cavan County Council to manage the challenges and make the most of the opportunities which present in the next four years.

## 10. Our Values

Developed through feedback from others and in consultation with our staff, the values of Cavan County Council 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

<b>Honesty</b>	—————→	tell the truth
<b>Courteous</b>	—————→	be polite and respectful
<b>Helpful</b>	—————→	be willing to assist others
<b>Ambitious</b>	—————→	be successful
<b>Innovative</b>	—————→	explore new ideas
<b>Progressive</b>	—————→	continuously improve
<b>Responsible</b>	—————→	take our duty seriously
<b>Reliable</b>	—————→	can be counted on
<b>Inclusive</b>	—————→	embrace diversity
<b>Hard working</b>	—————→	deliver on our objectives

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

## **11. Strategic Objectives, Supporting Strategies and Key Strategic Projects**

### **Strategic Objective No 1: Supporting Communities**

---

“Cavan County Council will develop policies and services to further enhance the community, cultural and social fabric of County Cavan. We will facilitate the broadest possible participation by citizens in the development of their community and their County to build confidence in our County and our future, enrich quality of life for all and bring about a safer and more just and inclusive society.”

#### Supporting Strategies

##### **1. Community Development**

- a. Support and recognise community and voluntary organisations and their achievements.
- b. Support the Local Community and Development Committee (LCDC).
- c. Promote the role of Cavan County Council in community development and activities.
- d. Support the Municipal District Structure as a focal point for communities.

##### **2. Participation**

- a. Stimulate democratic participation in the County for all ages.
- b. Support community representatives on Cavan County Council committees.
- c. Ensure all policies adopted by Cavan County Council are subject to public consultation.
- d. Further develop our online and social media presence.

##### **3. Quality of Life**

- a. Continue to deliver services which support and enhance quality of life for our citizens.
- b. Promote principals of universal access and lifelong living for all.
- c. Promote healthy life styles and physical activity through the Sports Partnership Strategic Plan.

#### **4. Inclusion**

- a. Promote an inclusive society offering equality of opportunity for all.
- b. Continue to embed social inclusion and access for all into service delivery.

#### **5. Arts and Culture**

- a. Promote the county's arts, library and cultural services, facilities and opportunities.
- b. Support the Local Arts in Education Partnership.
- c. Develop networks with other bodies to promote artistic output from Cavan.
- d. Develop programme around national celebrations for 2015 to 2018 period.

#### **6. Safety in the Community**

- a. Provide a reliable, responsive and adequately resourced fire service.
- b. Promote safety in the community.
- c. Review the Major Emergency Plan.

### **Strategic Objective No 2: Stimulate Sustainable Economic Activity**

“Cavan County Council 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. It is widely acknowledged that Agriculture will be a crucial driver in restoring Ireland's economic growth and creating employment over the next number of years, particularly in the food processing areas.”

#### Supporting Strategies

##### **1. Economy**

- a. Implementation of Local Economic and Community Plan.
- b. Support the Local Enterprise Office to enable it to fulfil its role.
- c. Tailor policies and programmes to support and stimulate economic activity.
- d. Facilitate rural economic activity.
- e. Initiatives to support and promote agricultural employment in the county whilst the agricultural sector undergoes challenges posed by

modernisation, restructuring, market development and the increasing importance of environmental issues.

- f. Ensure infrastructural capacity is adequately address in the supporting strategic objectives on infrastructural capacity.
- g. Progress critical infrastructural projects to both support and generate local employment.

## **2. Tourism**

- a. Ensure the aesthetic presentation of the county is properly managed.
- b. Further develop and maximise potential of Cavan's Tourism product.
- c. Develop policies and programmes to confirm Cavan as Irelands leading accessible tourism location.
- d. Develop policies and programmes to protect the integrity of "THIS IS CAVAN" brand and reach its target audience.

## **3. Collaboration**

- a. Encourage and facilitate practical collaboration between all economic development stakeholders to stimulate the local economy.
- b. Share resources to achieve positive synergies with strategic partners.

## **4. Developing Urban centres**

- a. Prepare and implement a Retail Strategy
- b. Consolidate, strengthen and improve our existing towns and villages as the focus for both commercial and community life.

## **5. Planning for the Future**

- a. Provide a forward planning service which facilitates and provides the impetus for economic development, which also protects Cavan's natural and built heritage.
- b. Prepare and implement a Strategic Energy Policy for the County.
- c. Develop programmes enabling those entering the work force have relevant experience and opportunities to persue their careers in Cavan.

## **Strategic Objective No 3: Protect and Enhance Natural Environmental Resources**

“Cavan County Council will act to protect, conserve and enhance the natural and built environment of the County in the interests of present and future generations.”

### Supporting Strategies

#### **1. Water Quality**

- a. Implement the Service Level Agreement with Irish Water.
- b. Invest in water and waste water infrastructure.
- c. Promote water conservation.
- d. River Basin Districts.

#### **2. Environmental Quality**

- a. Foster environmental awareness in the wider community and schools
- b. Support local Tidy Town Committees.
- c. Implement Regional Waste Management Plan.
- d. Support and stimulate Sustainable Economic Activity objectives by improving the aesthetic appearance of our county, through reducing dereliction, street cleaning and town and village improvement works.

#### **3. Heritage**

- a. Incorporate the appropriate aims and actions of the County Heritage Plan in to relevant policies and objectives.
- b. Maximise the potential of our natural and built heritage to support the Stimulate Sustainable Economic Activity Objective and supporting strategy for Tourism.

#### **4. Protect our Rivers and Lakes**

- a. Implement legislation and regulations to ensure our rivers and lake are adequately protected from environmental damage.
- b. Review Flood Management Strategy.

## **Strategic Objective No 4: Plan and Develop Infrastructural Capacity**

---

“Cavan County Council will maximise investment and improve the county’s infrastructure to stimulate development opportunities for job creation and enhanced quality of life”

### Supporting Strategies

#### **1. Access and Connectivity**

- a. Put in place and deliver a multi annual road works programme.
- b. Work with the National Roads Authority to secure funding for the upgrading and improvement of the National Road Network in the county
- c. Deliver annual winter maintenance programme.
- d. Provide and promote sustainable alternatives to car use for locals and visitors.
- e. Lobby to improve connectivity with the region and with Northern Ireland
- f. Provide infrastructure to support the knowledge economy.
- g. Implement objectives of the County and Cavan Town and Environs Development Plans.

#### **2. Housing**

- a. Implementing the County Housing Strategy.
- b. Develop annual Social Housing Investment Programme to implement the National Housing Strategy at local level.
- c. Implement annual Planned Maintenance and Retrofitting Programme to improve the quality and energy efficiency of the social housing stock.
- d. Implement objectives of the Traveller Accommodation Programme.
- e. Put in place systems to implement the Housing Assistance Payment.

#### **3. Water**

- a. Work with Irish Water to deliver Service Level Agreement and upgrading of the County’s water and waste water infrastructure.

- b. Complete Cavan Town Water and Waste Water Treatment and Collection Systems as a priority for County Cavan.

#### **4. Waste**

- a. Promote the development of a sustainable waste management infrastructure.

#### **5. Amenity and Recreational Infrastructure**

- a. Prepare an amenities audit for the County and prepare an Action Plan for upgrading or providing new social, cultural amenity or recreational facilities beyond 2020.
- b. Develop The Blue Way (Shannon Erne Waterway).
- c. Enhance existing and develop new Greenways.
- d. Continue the delivery of a modern library service.

### **Strategic Objective No 5: Promote a Positive Image of Cavan County Council and the County**

“Cavan County Council will continue to promote a positive image of the organisation, our services and our county as a whole. We will promote Cavan locally, nationally and internationally to the benefit of the County. We will ensure the people of Cavan and those who visit are provided with a professional and accessible service to meet their needs.

#### **Supporting Strategies**

##### **1. Customer Services**

- a. Implement our Customer Service Action Plan and review customer satisfaction with our services during the lifetime of the Corporate Plan
- b. Implement a Customer Relationship Manager Programme.
- c. Develop initiatives to maximise the potential of Information Communications Technology (ICT) in service delivery.
- d. Literacy friendly approach within Cavan County Council.

- e. Deliver appropriate training programmes focused on providing quality customer services.

## **2. Raising our Profile**

- a. Provide strong leadership and play an active role in coordinating the activities of local agencies and community groups to achieve maximum benefits.
- b. Lobby at national and international level to attract commercial and employment generating activities to Cavan.
- c. Develop policies and programmes to continue to raise the profile of the County.
- d. Profile the work of the Council in a targeted way.

## **3. Openness in how we engage with the public**

- a. Ensure all policies are informed by appropriate public consultations. Publish all public consultation reports.
- b. Further develop our existing social media presence and respond proactively to new mediums.
- c. Ensure adequate procedures are in place to deal with complaints in a timely manner.

## **Strategic Objective No 6: Good Governance and Building Organisational Capacity**

“Cavan County Council will ensure the effective, efficient and economic use of all Council resources through developing our staff, improving procedures and applying principals of good governance to everything we do.”

### **Supporting Strategies**

#### **1. Financial Management**

- a. Ensure the Annual Budget is prepared in accordance with statutory requirements and budgets are realistic.

- b. Ensure Budget Holders are fully aware of their responsibilities and reporting requirements.
- c. Develop the role of the Procurement Office to focus on organisational savings.
- d. Develop awareness Programme on the role of the Internal Auditor, External Auditor and Audit Committee.
- e. Introduce dedicated Credit Control Unit.
- f. Ensure value for money in delivery of services.

## **2. Work Force Planning**

- a. Implementing the Work Force Plan as approved by the Department
- b. Implement Staff Mobility Policy.
- c. Continuously review organisational structures having regard to government policies, local need and available resources.

## **3. Performance Management Development System (PMDS)**

- a. Ensure 100% compliance with PMDS.
- b. Ensure annual Training and Development Plan is informed by the PMDS process.

## **4. Governance**

- a. Enhance the governance procedures throughout Cavan County Council.
- b. Regularly review and update the Risk Management System.
- c. Promote the use of the Irish Language.
- d. Provide ongoing training and support to the Elected Members to enable them to fulfil their democratic mandate.
- e. Ensure relevant reports are provided in a timely and accessible format to facilitate decision making.
- f. Ensure Departmental Service Delivery Plans have proper regard to Corporate Objectives.

- g. Provide adequate administrative support to the Corporate Policy Group (CPG) and Audit Committee.
- h. Provide monthly Management Reports to the Elected Members.

## **Key Strategic Projects**

---

In order to ensure we achieve the Strategic Objectives specific actions, targets and standards will be set out in the Annual Service Delivery Plan for Cavan County Council.

However, the Council has identified the following Key Strategic Projects to be progressed during the life time of the Corporate Plan:

### **Supporting Active Community**

- Developing the Public Participation Network to enable it to achieve its full potential.
- Implement community objectives of the Local Economic and Community Plan.
- Support Local Arts in Education Partnership Project.

### **Stimulating Economic Activity**

- Cavan Burren Park (phase II).
- Castlesaunderson Estate.
- Killykeen Forest Park.
- Marble Arch Caves Global Geopark.
- Implement economic objectives of the Local Economic and Community Plan.
- Local Enterprise Office.

### **Protect and Enhance Natural Environmental Resources**

- Implement key recommendations from the Flood Management Strategy.
- Implement the County Heritage Plan.

### **Plan and Develop Infrastructural Capacity**

- Commence review of the County Development Plan.
- Develop Annual Road Works Programme to improve road infrastructure.

### **Promote a Positive Image of Cavan County Council and the County**

- Effectively manage strategic events such as Easter 2016, Taste of Cavan, Cavan Walking Festival.
- Further develop “This is Cavan brand”.

### **Good Governance and Building Organisational Capacity**

- Implementation of Work Force Plan.
- Customer Satisfaction Survey.
- Establishment of dedicated Credit Control Unit.

## **12. Implementation and Performance Review**

Implementation and performance review of the Corporate Plan 2015-2019 will be achieved by the following mechanisms:

1. Monthly Management Reports to Elected Members
2. Compilation of Performance Indicators identified by NOAC
3. Compilation and monitoring of Annual Service Delivery Plans
4. Annual Review of the Corporate Plan by the Corporate Policy Group
5. Compilation and monitoring of Departmental Service Plans with measurable performance targets.
6. Financial Reporting including Annual Financial Statements and Audit Reports
7. Annual Budgets
8. Performance Management and Development Systems
9. Review after adoption of the Local Economic and Community Plan

### **Base Line Date:**

This Plan includes relevant high level data in relation to current performance of key functions and services in Cavan County Council, based on the Performance Indicators developed by NOAC. This sets out current actual position in relation to key measurement methodology identified in core functional areas. The purpose of this is to establish a baseline of high level, output/outcome-focused, data across all functional area which can be used for comparative purposes on an year to year basis. This information is included in Appendix 1.