

Working Together



A CORPORATE PLAN

FOR

MAYO COUNTY COUNCIL

FOR

PERIOD 2010 TO 2014

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JOINT STATEMENT BY CATHAOIRLEACH AND MAYO COUNTY MANAGER

Mayo County Council has concluded the Local Elections in the 6 local electoral areas resulting in the establishment of a new Council in County Mayo. Therefore as well as being a statutory requirement under the Local Government Act 2001, it is timely that we now publish our Corporate Plan for the five-year period 2010 to 2014 which represents the creation of a shared vision for Mayo County Council and progress to a newer and even stronger County by working together. This document represents our shared vision for County Mayo over the next five years and beyond.

We are proud to recognise the many achievements of our Council during the lifetime of *“Leading the Way Ahead 2005-2009”*. County Mayo is a much better place than it was over five years ago when the last Corporate Plan was adopted by the Council.

Many accolades have been achieved including achievements in areas of inclusiveness and universal access and in supporting initiatives that help people triumph over disabilities. Our elected members and our employees have on many occasions over the past five years stepped out from the crowd, got their feet wet and have gone further than the extra mile for actions for disability. When it mattered so much, they stood up and were counted and proudly and justifiably brought back national awards and standards to our County as benchmarks for future developments in our County.

We also have put in place a substantial capital programme particularly in the areas of water, sewerage, roads and housing and we look forward to the benefits that the Corrib Gas pipeline will bring to the County.

However there still remains much more to be achieved by the newly elected Council and future Councils. The cornerstones of a great Mayo have been laid during the lifetime of previous Councils but the challenge for the newly elected Council is to build on their successes and dare to dream that our shared vision of County Mayo might be delivered sooner rather than later by working together with all stakeholders in a spirit of cooperation and renewal to continuously improve the quality of life as set out in our Mission Statement.

We are committed to continuing to serve our County to the best of our ability during the lifetime of this new Council. Mayo County Council will continue to take the lead role in delivering local government services within local electoral areas from points as close as possible to local people and to continue to provide a unified, cohesive local customer service within the resources available to us. We

recognise the need for local community involvement and we are committed to supporting and enhancing the role of the democratically elected Councillor and to listening to and being aware of local community and voluntary sector needs through the elected members. We will continue to use the Corporate Policy Group and Strategic Policy Committees, local area committees and other committees to support the Council in generating new and innovative policies in pursuit of the delivery of our corporate mission and goals. We will continue to provide leadership at all levels and we will do all in our power to maintain and improve the living standards of the people of our County including supporting and encouraging enterprise and economic development in the County and employment opportunities where possible.

Finally, we would like to take this opportunity to thank all elected members, all the employees and all stakeholders for their support, dedication, commitment and leadership. It is only by working together in a spirit of cooperation and renewal over the next five years that we can achieve our corporate mission and strategic goals and provide a quality of life, underpinned by universal access and inclusiveness, for all the people of Mayo and those that come to visit us.

Let us go forward together in a spirit of cooperation, renewal and goodwill over the next five years and beyond.



**Mr. John Cribbin,
Cathaoirleach**



**Mr. Joseph Beirne,
Mayo County Manager**

PRINCIPAL ACTIVITIES OF MAYO COUNTY COUNCIL

Local Government in Ireland provides a forum for the democratic representation of local communities, promotes community interests and provides important services such as housing, roads, water and sewerage and planning.

Mayo Local Authorities are made up of two parts - the Elected Members and the Executive (The Management and Staff). 31 Members were elected to Mayo County Council and 9 Members to each of the Town Councils, namely Ballina, Castlebar and Westport in June 2009. The Members perform the **RESERVED FUNCTIONS**, which broadly equate with the making of policy and include:

- Approval of Corporate Plan
- Adopting the Annual Budget of the Council
- Making of a Development Plan under Planning Legislation
- Adopting a Scheme of Letting Priorities for the Allocation of Local Authority Housing

The County Manager is appointed to the position following an open competition by the Public Appointments Service. The Manager performs the **EXECUTIVE FUNCTIONS** by way of Managers Order. These functions relate to day to day administration and include:

- Letting of Houses
- Planning Decisions
- Management of Human Resources

In practice there is much consultation in the performance of the reserved and executive functions.

The functions of Mayo Local Authorities are set out in the annual budget and can be summarised as follows:

- Housing & Building
- Road Transportation & Safety
- Water Supply & Sewerage
- Development Incentives & Control
- Environmental Protection
- Recreation & Amenity
- Agriculture, Education, Health & Welfare
- Miscellaneous Services

The expenditure of Mayo Local Authorities can be classified under two headings:

1. **Revenue Expenditure** - which is day to day spending on the provision of services. The main sources of funding for this expenditure are:
 - Government Grants and Subsidies
 - Commercial Rates
 - Fees and Charges for Services

2. **Capital Expenditure** - is expenditure on the creation of an asset, e.g. construction of houses, water and sewerage schemes and major road works. The main sources of funding for this expenditure are:
 - Capital Grants from Central Government
 - Borrowings
 - Other Capital Receipts

This corporate plan will assess the principle strategic goals and priorities and activity under each of those goals having regard to the mandate and operating environment of the Council.

MISSION STATEMENT

“We work to improve the quality of life for people living in Mayo and enhance the attractiveness of the County as a place in which to live, work, invest in and enjoy.”

OUR STRATEGIC GOALS

We will implement of our mission by providing the best possible level of customer services underpinned by value for money, inclusiveness and universal access within resources available to us and to do this we will pursue the following seven strategic goals.

- 1 To make Mayo the key energy hub in the Country and a net exporter of energy by 2020 including 32% to be derived from renewable energy sources.**
- 2. To maximise the benefits of the culture and heritage of the County by promoting the development of library, arts and archive centres throughout the County.**
- 3. To ensure the sustainable development of the County by the prevention of water, waste, air and noise pollution by public awareness, education and the monitoring and enforcement of environmental legislation.**
- 4. To provide access for the people of Mayo to the best quality water services through a process of continued improvement in service delivery.**
- 5. To improve roads, rail, air and sea transport infrastructure in County Mayo.**
- 6. To ensure that every family in Mayo can live in a dwelling of good standard, located in an acceptable environment at a price or rent they can afford.**
- 7. To seek to encourage creativity, leadership and innovation and promote a values based culture.**
- 8. Take a lead role in promoting community participation and addressing social exclusion in Mayo.**

These goals will be achieved having regard to the opportunities and constraints contained in the external and internal operating environment and the ethics code within which we work.

In addition to maintaining a high level of customer service, all elected members and employees will be obliged to abide by the relevant code of conduct and

comply with the requirements of the ethics framework contained in Part 15 of the Local Government Act 2001.

The following pages contain the supporting goals for each of the seven strategic goals outlined above.

Strategic Goal 1

To make Mayo the key energy hub in the Country and a net exporter of energy by 2020 including 32% to be derived from renewable energy sources.

Supporting Goals

- 1.1 Develop an energy strategy including as a priority a renewable energy strategy for Mayo which will set out our key strategic policy for 2020 and beyond and obtain national Government support and where appropriate European Union support and funding to deliver those key priorities during 2010 to 2014, underpinned by sustainable development of the County's natural energy resources.
- 1.2 Promote facilitate and encourage the provision of a sound infrastructural base throughout County Mayo which will improve economic competitiveness of County Mayo and in particular to provide the opportunity for industry and business to provide effectively within the County for and invest in a low carbon economy
- 1.3 Promote facilitate and encourage the provision of power stations in the County including gas power station and a wood burning power station in North Mayo.
- 1.4 Promote facilitate and encourage the provision of energy corridors in the County for the accommodation of 400kv electricity transmission network.
- 1.5 Prioritise our land use for the harnessing of renewable energy resources such as wind, wave, biomass and solar.
- 1.6 Actively pursue at all levels the future growth and energy development needs of the County in a sustainable manner and ensure the benefits of economic growth and prosperity reaches all parts of the County Mayo.

Strategic Goal 2

To maximise the benefits of the culture and heritage of the County by promoting the development of library, arts and archive centres throughout the County.

Supporting Goals

- 2.1 Renew and update all operational plans including the Heritage Plan, Strategic Arts Plan and Library Development Plan.
- 2.2 Continue to improve, expand and promote our Library and Arts service to meet the cultural, educational, heritage and recreational needs of the County.
- 2.3 Develop and promote the Museum service for the County.
- 2.4 Open the Jackie Clarke library and archive to the general public and make this library and archive an educational and cultural centre of international significance by showcasing its contents to the highest international standard.
- 2.5 Promote the use of Irish language in a manner that will ensure the survival of our native language.

Strategic Goal 3

To ensure the sustainable development of the County by the prevention of water, waste, air and noise pollution by public awareness, education and the monitoring and enforcement of environmental legislation.

Supporting Goals

- 3.1 Implement the Western River Basin Management Plan.
- 3.2 Implement the Connaught Waste Plan and the Council's Litter Management Plan.
- 3.3 Develop and maintain our burial grounds.
- 3.4 Provide for the education and awareness of the public through schools, tidy town committees, community groups, by specific programmes on

environmental issues and co-operation through joint partnership initiatives with these groups.

3.5 Eliminate Derelict Sites.

Strategic Goal 4

To provide access for the people of Mayo to the best quality water services through a process of continued improvement in service delivery.

Supporting Goals

- 4.1 Continue to invest in our water services infrastructure by implementing the Water Services Investment Programme 2010 – 2012.
- 4.2 Achieve compliance with the appropriate National and European water & waste water regulations by implementing the County Mayo Strategic Rural Water Plan.
- 4.3 Facilitate foreign direct investment by the strategic upgrading of our water services capacity in our hub towns and other major towns by implementing the Small Schemes Programme.

Strategic Goal 5

To improve roads, rail, air and sea transport infrastructure in County Mayo.

Supporting Goals

- 5.1 Improve piers and harbours in County Mayo.
- 5.2 Continue a programme of major road improvements in co-operation with the National Roads Authority; upgrading the public lighting and traffic route lighting system.
- 5.3 Continue to invest in the maintenance and upgrading of our regional and local road network.
- 5.4 Improve strategic sections of our local roads serving aquaculture, tourism and agriculture.

- 5.5 Promote the development of quality rail and bus transport systems and improve air access in particular through continued support of Ireland West Airport Knock.
- 5.6 Implement sustainable transport policies in line with National Government policy Document on Smarter Travel entitled "*Smarter Travel – A Sustainable Future*".
- 5.6 To maximise investment in flood protection;
- 5.7 To work in partnership with all relevant agencies to deliver effective flood relief measures in event of any flooding events or other natural disasters.

Strategic Goal 6

To ensure that every family in Mayo can live in a dwelling of good standard, located in an acceptable environment at a price or rent they can afford.

Supporting Goals

- 6.1 Contribute to the development of sustainable, integrated communities throughout County Mayo.
- 6.2 Provide an appropriate range of accommodation options and support services for the people of Mayo.
- 6.3 Develop and deliver a Housing Services Plan tailored to the needs of all Communities in our County.
- 6.4 Manage and maintain our existing housing stock to the highest standard achievable.
- 6.5 Provide for special housing needs through the construction of individual houses and small housing schemes in the towns and villages of Mayo.
- 6.6 Develop and deliver an appropriate programme of accommodation services for minority communities in our County.

Strategic Goal 7

To seek to encourage creativity, leadership and innovation and promote a values based culture.

Supporting Goals

- 7.1 Work with representatives of disability groups to make Mayo the most accessible location in Europe.
- 7.2 Provide universal access awareness training for all stakeholders
- 7.3 Promote E-government by delivering our services electronically including the provision of electronic self service facilities to all our customers on a 24/7 365 basis.
- 7.4 Draw up and implement a Training and Development Plan.
- 7.5 Maximise the opportunities presented by Castlebar Regional Training Centre and the Galway-Mayo Institute of Technology.
- 7.6 Initiate appropriate training measures in the promotion of the creation of new ideas and initiatives in support of the mission and strategic goals of the Council.
- 7.7 Provide emergency services including Fire Services and Civil Defence as part of the National Major Emergency Management Framework and in compliance with legislative and regulatory requirements.

Strategic Goal 8

Take a lead role in promoting community participation and addressing social exclusion in Mayo.

Supporting Goals

- 8.1 Continue to co-ordinate the work of all sectors in the County with a social inclusion remit through the County Development Board structures.
- 8.2 Ensure that all Local Authority plans and policies are consistent with the National Action Plan for Social Inclusion.

- 8.3 Maintain and build new and stronger relationships with community organisations and representative structures throughout Mayo.
- 8.4 Promote active citizenship and innovative means of participation.

INTERNAL CAPACITY AND RESOURCES

The Mission statement and strategic goals outlined in the Corporate Plan will inform the annual budgets of Mayo County Council for the period of the Corporate Plan and will be prioritised in the annual budget reports to ensure realisation, within available resources, of our vision and goals.

The recent appointment of a Procurement Officer and maximising benefits of the Financial Management System will contribute significantly to securing greater savings, efficiencies and effectiveness within Mayo County Council.

IMPLEMENTATION AND MONITORING

This Corporate Plan has been prepared for 2010 to 2014. Progress on the Corporate Plan will be proofed against *Le Chéile Le Neart, the 10 year Integrated Strategy for Economic, Social and Cultural Development of Mayo CDB*. This will occur by means of regular review.

Operational plans which will be prepared by different sections of the Council on an annual basis will be reviewed and updated as necessary during the life of this Corporate Plan. These operational plans will seek to deliver on the strategic goals and supporting goals set out in this Plan in a measurable way. Please see list of the principle current operational plans at appendix V.

The County Manager will prepare in accordance with the requirements of the Local Government Act 2001 an annual progress report. This report will be submitted at the same time as the draft budget or at any other such time as the elected Council may by resolution decide. Details of the annual progress report will be recorded in the Annual Report.

We will work together in co-operation with other Agencies in our County and proactively secure the mission and goals set out in this Corporate Plan.

We will continue to promote universal access to all our services and in all our activities and continue our commitment to strive to provide best possible level of customer service within available resources. We will communicate with, involve and engage with all our stakeholders in our processes. We will continue to recognise the critical importance of the democratic mandate of our elected Councillors and their enhanced role as representatives of local communities. We also recognise that the continued loyalty, commitment and dedication of all our employees working together with all stakeholders will be necessary to secure delivery of our mission and goals as set out in this Corporate Plan.

APPENDICES

APPENDIX I

EXTERNAL ENVIRONMENT

- The Global Economy
- The Local economy and lack of Employment opportunities
- National Government, Regional and EU Policies, Legislation, Directives and guidelines
- Advances in Information and Communications Technology
- Freedom of Information
- Climate Conditions
- Energy Demands
- Excellent Educational Facilities
- Sustainability
- Restrictions on Staff numbers
- Demographics & Socioeconomic Factors
- Size and Peripherality
- Legal/Statutory Limitations
- Expectations of Citizens
- The need for universal access to all services
- The presence of the Galway-Mayo Institute of Technology and other institutes of further education in County Mayo

INTERNAL ENVIRONMENT

- Availability of Adequate Resources
- Enhanced area based system
- Availability of skilled personnel
- Scarcity of available resources
- Existing Physical and ICT Infrastructure
- New Participative Structures such as Partnership, County Development Board, Strategic Policy, Committees and Corporate Policy Group.
- Service Indicators
- Community Forum and Sectoral Organisations
- Performance Management Development System
- New Human Resources and Payroll system
- Staff Relations Issues
- Accessibility of appropriate Office Accommodation
- Restrictions on Staff Numbers
- Representative and Participative democracy

APPENDIX II

MEMBERS OF MAYO LOCAL AUTHORITIES

BALLINA ELECTORAL AREA



**Cllr. Gerry Ginty
(NP)**



**Cllr. Michelle Mulherin
(FG)**



**Cllr. Jarlath Munnely
(FG)**



**Cllr. Annie May Reape
(FF)**



**Cllr. Eddie Staunton
(FG)**



**Cllr. Seamus Weir
(FG)**

CASTLEBAR ELECTORAL AREA



**Cllr. Cyril Burke
(FG)**



**Cllr. Frank Durcan
(NP)**



**Cllr. Blackie K. Gavin
(FF)**



**Cllr. Henry Kenny
(FG)**



**Cllr. Michael Kilcoyne
(NP)**



**Cllr. Eugene McCormack
(FG)**



**Cllr. Al McDonnell
(FF)**

CLAREMORRIS ELECTORAL AREA



Cllr. Michael Burke
(FG)



Cllr. Tom Connolly
(FG)



Cllr. John Cribbin
(FG)



Cllr. Richard Finn
(NP)



Cllr. Patsy O'Brien
(FG)



Cllr. Damien Ryan
(FF)

BELMULLET ELECTORAL AREA



Cllr. Rose Conway-Walsh
(SF)



Cllr. Gerry Coyle
(FG)



Cllr. Michael Holmes
(NP)



Cllr. Micheál McNamara
(FF)

SWINFORD ELECTORAL AREA



Cllr. Eugene Lavin
(FG)



Cllr. Jimmy Maloney
(FF)



Cllr. Joe Mellett
(FG)



Cllr. Gerry Murray
(SF)

WESTPORT ELECTORAL AREA



**Cllr. Margaret Adams
(FF)**



**Cllr. Peter Flynn
(FG)**



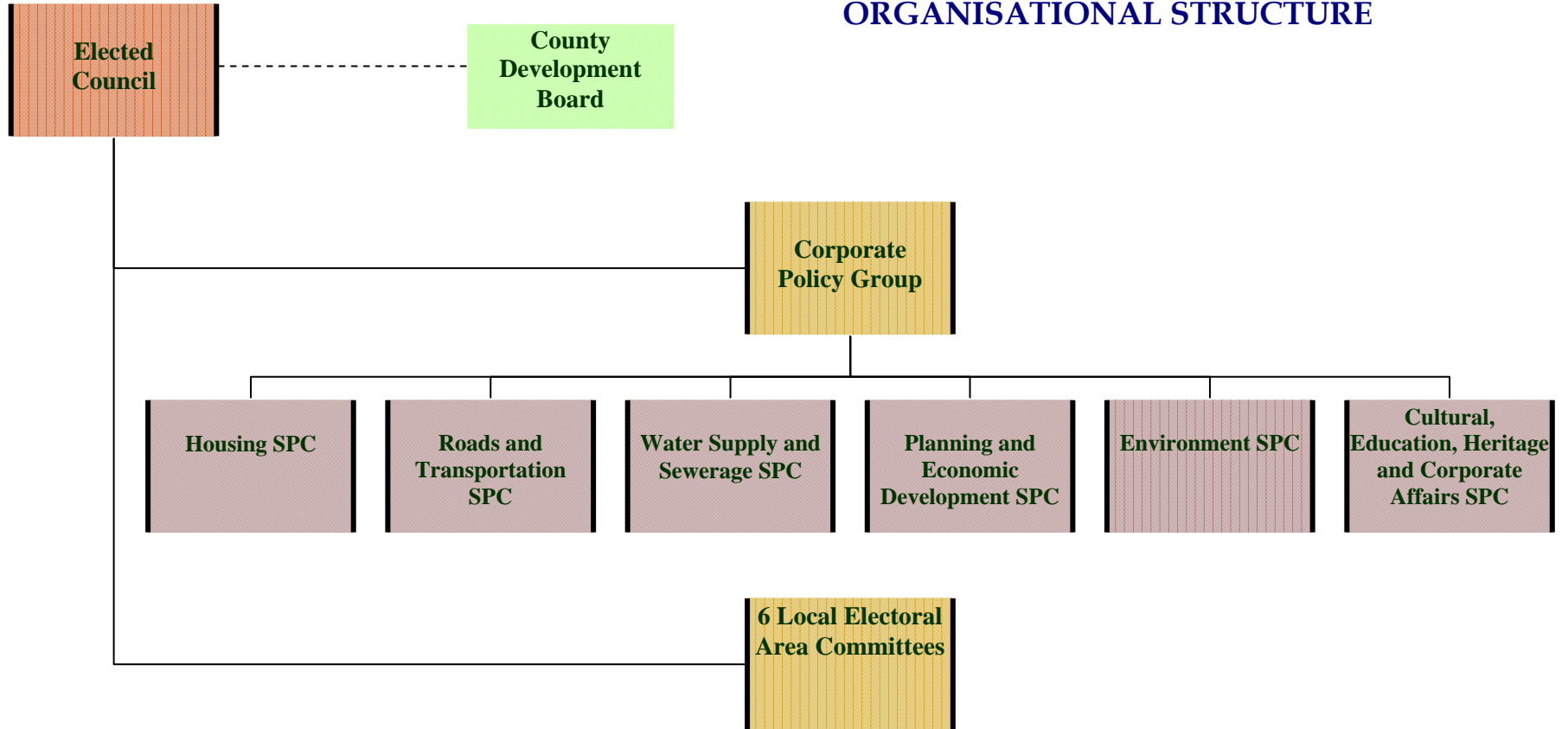
**Cllr. Austin F. O'Malley
(FG)**



**Cllr. John O'Malley
(FG)**

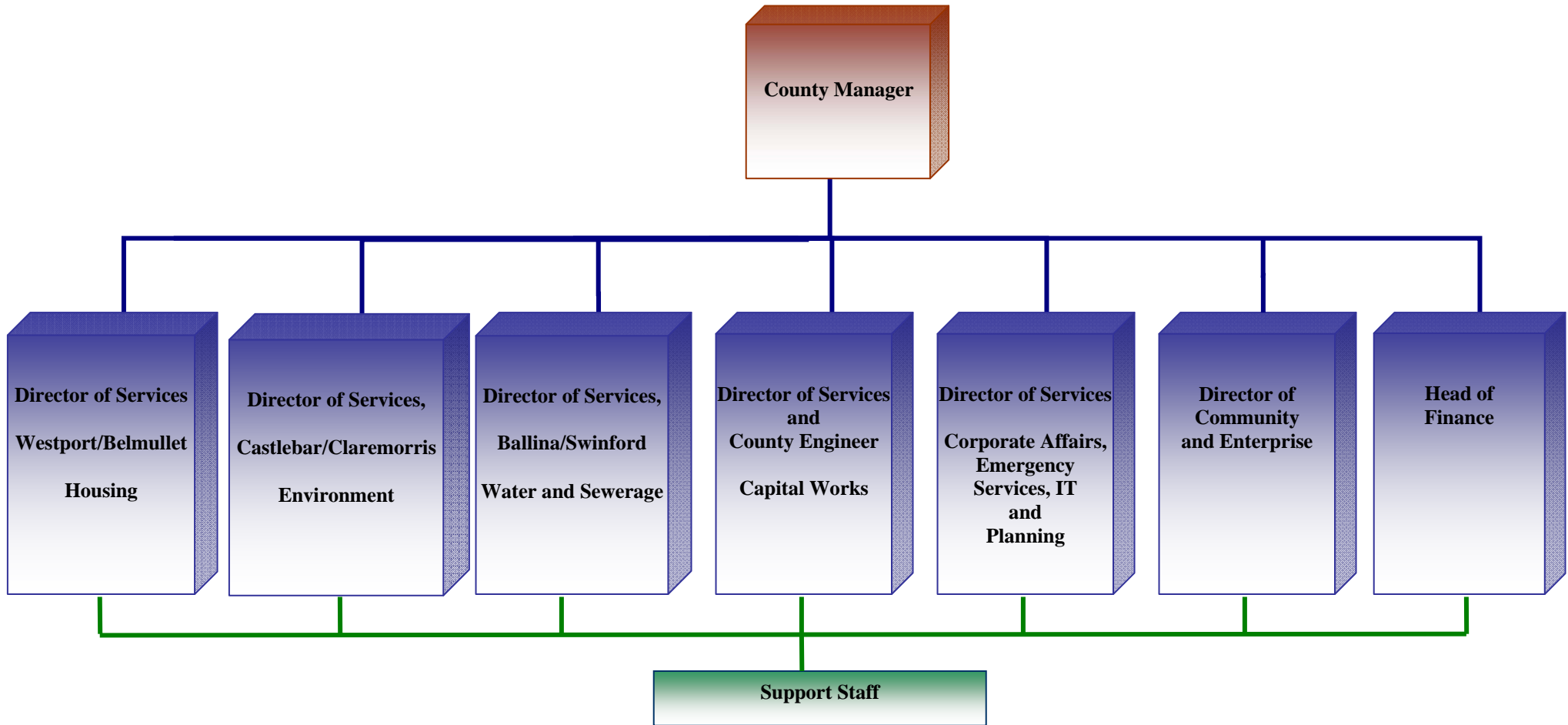
APPENDIX I11

ORGANISATIONAL STRUCTURE



APPENDIX 1V

STAFF STRUCTURE



Appendix V

List of Principal Current Operational Plans

1. Mayo County Development Plan 2008 – 2014
2. Westport Environs Development Plan 2008 – 2014
3. Castlebar & Environs Development Plan 2008 – 2014
4. Ballina Town & Environs Plan 2009 – 2015
5. Knock Development Plan 1977
6. Mulranny Development Plan 1988
7. Claremorris Local Area Plan 2006
8. Swinford Development Plan 2009 – 2015
9. Ballinrobe Town Plan 1997
10. Claremorris Town Development Plan
11. Ballyhaunis Town Plan 1984
12. Charlestown Development Plan 1988
13. Retail Strategy Mayo County Development Plan 2008 – 2014
14. Housing Strategy Mayo County Development Plan 2008 - 2014
15. Landscape Character Assessment Mayo County Development Plan 2008-2014
16. Record of Protected Structures Mayo County Development Plan 2008 - 2014
17. Design Guidelines Mayo County Development Plan 2008 - 2014
18. Wind Energy Strategy Mayo County Development Plan 2008 - 2014
19. Development Contribution Scheme Mayo County Council 2004
20. Supplementary Contribution Scheme Mayo County Council 2009
21. Heritage Plan County Mayo Heritage Plan 2006 -2011
22. Village Design Statements Louisburgh Belcarra
23. Traveller Accommodation Plan
24. Five Year Housing Plan
25. Le Chéile Le Neart, 10-Year Integrated Strategy for Economic, Social & Cultural Development 2002 – 2012, Mayo County Development Board
26. 2005 - 2008 Review & 2009 - 2012 Implementation Plan, Mayo County Development Board
27. Mayo County Childcare Committee Strategic Plan 2007 – 2010
28. Mayo Sports Partnership Strategic Plan 2006 -2009
29. A Framing for the Development for Walking in County Mayo – Mayo Walking Partnership
30. Mayo Play & Recreation Policy – Mayo County Development Board 2009
31. Waste Management Plan Action at Work Waste Implementation Plan 2007
32. Connacht Waste Management Plan 2006 – 2011
33. Litter Management Plan
34. Draft River Basin Management Plan
35. Recommended Minimum Criteria for Environmental Inspections *Plan*
36. Reading the Future: Mayo County Library Development Programme 2006-2010
37. Mayo County Council Major Emergency Plan
38. Fire and Emergency Operations Plan
39. Stay Alert, Stay Alive (Mayo Road Safety Strategy 2007 -2012)

40. Assessment of Piers, Harbours and Landing Places in County Mayo
41. Annual Roadworks Scheme
42. Rural Water Strategic Plan 2001
43. Assessment of Needs for Water Services Investment Programme 2009-2011
44. Mayo Housing Action Plan 2005
45. Mayo Traveller Accommodation Programme 2009 - 2013
46. Mayo Housing Strategy 2008
47. Mayo Scheme of Letting Priorities
48. Mayo County Local Authorities Language Scheme 2006-2009