

INVESTING IN OUR PEOPLE

COMMITTING TO OUR COMMUNITY

**CORPORATE PLAN
2015 – 2019
MAYO COUNTY COUNCIL**



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MAYO COUNTY COUNCIL

Mayo County Council is at the heart of local community, and is a key provider of economic and social development in Mayo. As the democratic leader of the County, we represent the people while delivering vital local services which are central to the quality of life of everybody who lives in, works in and visits Mayo. As the leading public sector body in Mayo, Mayo County Council also support and facilitate others in the County and nationally who are responsible for key public services. When we deliver our responsibilities, others can deliver their obligations as well.

The Council is central to making Mayo, Sustainable, Inclusive, Prosperous and Proud. This Plan is a key part of our delivering on our commitment to Mayo. In it we set out our mission as the democratic body representing the people of Mayo, what we want to deliver for the people over the next five years, and how we are going to meet our commitments to our communities. This Plan also sets out what we will work to achieve and how we will measure our efforts so that the people of Mayo will see that we deliver effectively on our commitments to them.

Mayo County Council is community centred and people focused. We represent the people through our councillors while our staff are part of the Mayo Community so we want to make sure that everything we do in the next five years makes a positive contribution to the development of Mayo, now and far out into the future. A successful Mayo needs a successful Council and this Plan sets out how we are going to be a successful Council.

WHAT WE DO

Every day, Mayo County Council delivers over four hundred different tasks, and we do this every week all year round. From providing much needed social housing to delivering supports for our small employers, from making it easier to get to and around the County to making sure our children and elderly are properly nurtured in communities which are proud of their identity and have a future. We provide some of the most important public services for Mayo.

We also work closely with others responsible for education and training, healthcare and safety, economic and social development, to make sure that the best possible environment is available to us all in our day to day lives. Our work impacts everybody so we need to clearly demonstrate that everything we do is open and accountable and delivered in an effective and efficient manner.

So in doing our job we provide:

- Local democratic leadership and support for our identity here in Mayo, across Ireland and overseas among our large diaspora
- Support for a vibrant economy and employment creation
- Services from housing to roads to libraries, playgrounds and parks and much more
- Protection for much that is vital to us as a vibrant community including our magnificent environment, our culture and the unique people that live in Mayo
- Services that the government knows we are better at delivering including those that are focused on our Local Communities.
- Planning for the future of our County, where we will live, work and enjoy
- Services that allow our communities to live sustainably including fire prevention, road safety and quality of life activities

What we do is vital to making a Mayo which is Sustainable, Inclusive, Prosperous and Proud.

OUR MISSION

"Promote the well-being and quality of life of our citizens and communities in Mayo and to enhance the attractiveness of the County as a place in which to live, work, visit, invest in and enjoy".

AND OUR VISION FOR MAYO IS

"A County that is Sustainable, Inclusive, Prosperous and Proud".

STRATEGIC GOALS

We will achieve our Mission and deliver on our Vision by providing the best possible level of services within the resources available to us. We will work hard and diligently to implement actions that will deliver four High Level Key Strategic Goals by 2019.

These are:

- (01) We will commit to delivering Efficient High Quality Local Services with a system of continuous improvement.**
- (02) We will work to Support Employment, Encourage Enterprise and Maximise Investment in the County.**
- (03) We will collaborate with other Statutory and Voluntary Organisations and Agencies to advance the development of our County.**
- (04) We will progress the Leadership Role of this Council by engaging with our communities at home and by reaching out to our Global Diaspora.**

In order to achieve these High Level Key Strategic Goals by 2019 we have identified the actions as outlined below.

Goal 01 - We will commit to delivering Efficient High Quality Local Services with a system of continuous improvement.

Actions

- **Change** – Implement the Government Action Programme “Putting People First”.
- **Performance** – Introduce a Customer Relations Management system to track, manage and report on service delivery.
- **Delivery** – Maximise use of our existing office and depot network to deliver services through our Municipal Districts from a point as close as practicable within local communities.
- **Innovation** – Support innovative delivery of our services either directly or through co-operation with others.
- **On-line** – expand online service provision including geographical information systems (GIS), mobile applications and low cost web based solutions.
- **Communications** – Provide clear timely information to stakeholders particularly in relation to local customer service arrangements utilising local media and social media.
- **Up-skilling** – introduce human resources plan to motivate, train and upskill employees to deliver effectively on the evolving role of this Council.

Goal 02 - We will work to support Employment, Encourage Enterprise and Maximise Investment in the County.

Actions

- **Policy** – we will implement the “Government Policy on Jobs” as updated annually.
- **Strategies** – We will develop and work to implement strategies on emerging sectors as required including Investment, Tourism, Energy and Food.
- **Connectivity** – We will work to improve access to the County by air, road, rail and sea, to enhance our road network, to expand public transport and to improve our broadband infrastructure and connectivity.
- **Enterprise** – We will support the development of a positive receptive environment for existing enterprises and for emerging entrepreneurs.
- **Employment** – We will support the retention of existing employment in the County and the expansion of existing businesses where opportunities arise.
- **Investment** – We will proactively promote the County as a location of choice for inward investment in collaboration with statutory agencies and voluntary associations and networks.
- **Communications** – We will re-brand and communicate a positive message for Mayo as a progressive, creative and innovative County using traditional and emerging communications technologies.

Goal 03 - We will collaborate with other Statutory and Voluntary Organisations and Agencies to advance the development of our County.

Actions

- **National** – We will collaborate with;
 - Irish Water to deliver water services and investment as detailed in our Service Level Agreement;
 - National Roads Authority to maintain and enhance our national roads network.
 - Enterprise Ireland to deliver enterprise services as detailed in our Service Level Agreement;
 - All other Departments, Agencies and Organisations with whom we have arrangements or memoranda of understanding to advance the development of the County.
- **Regional** – We will work with the group of seven local authorities in the catchment of Ireland West Airport Knock to promote and grow visitor numbers into the region in collaboration with state agencies, government departments, the Western Development Commission and all other stakeholders.
- **Academic** – We will work with academic institutions locally, regionally, nationally and internationally to forge mutually beneficial partnerships to progress knowledge based endeavours in County Mayo.
- **Environment** – We will lead the preparation and implementation of the draft Connaught Ulster Regional Waste Plan in collaboration with the nine other local authorities in the region.
- **Language** – We will collaborate with Udaras Na Gaeltachta, government departments and voluntary and statutory agencies to nurture Irish culture and promote the use of the Irish language.
- **Local** – We will work with communities, schools, government departments and statutory agencies to advance understanding of and participation in environmental

enhancement and support projects for the elderly, for accessibility and for social inclusion.

- **Culture & the Arts:** We will work with The Arts Council, government departments, all relevant statutory and voluntary agencies and our vibrant arts community to ensure meaningful access to, and engagement with the arts for all our citizens.
- **Heritage:** We will work with all the relevant statutory and voluntary agencies to ensure the enhancement and protection of our built and natural heritage.

Goal 04 - We will progress the leadership Role of this Council by engaging with our communities at home and by reaching out to our Global Diaspora.

Actions

- **Participation** – We will proactively encourage community participation through our Public Participation Network and our Local Community Development Committee to maximise community engagement with programmes including the Rural Development Programme and the Social Inclusion and Community Activation Programme.
- **Planning** – We will continue to engage with small towns and villages through our community futures programme and village design statements to ensure that every community, regardless of size, has the opportunity to engage in shaping the future of their place.
- **Europe** – We will participate in Europe wide projects to advance learning and share experience in key areas such as the creative sector.
- **Diaspora** – We will continue to reach out to and engage with our global communities particularly in Britain and in the United States with a view to strengthening existing bonds and growing a mutually beneficial reciprocal relationship.
- **Communications** - We will develop and promote the *Mayo.ie* website as a platform for promoting the County and as a communications channel for Mayo communities everywhere.

- **Celebration** - We will collaborate with government and with local communities in developing and delivering a programme of events which will place Mayo at the head of events for the coming years of commemoration and celebration.

WORKING WITH PRINCIPLE AND ETHIC

We are committed to being open and accountable in how we do our work. Our Councillors and Staff will be empowered to highlight any problems or weaknesses in meeting our standards and the justifiable expectations of our Community and we will apply best practice in every aspect of our role as the leading public body in Mayo.

HOW WE WILL DELIVER ON OUR COMMITMENTS

We are aware that we must deliver our commitments effectively and efficiently and we will have value for money at the heart of everything we do. We will underpin this by having in place a pragmatic performance evaluation framework and will apply key performance indicators that will indicate where performance needs to be modified.

Our current baseline data comprises the most recently published national service indicators--see Appendix A. It is our intention to continue to achieve real improvements in these service indicators and we will report on progress annually in the Chief Executive's Budget Report. This Corporate Plan will also incorporate any service indicators or performance improvements recommended by the National Oversight and Audit Committee (NOAC). The continued pursuit of 'Excellence' in all our activities by the Council working together with all stakeholders will be a guiding principle.

Each of our services will have an annual service delivery plan which will set down what it is we are proposing to deliver and how much we will deliver. Each of our municipal districts will have an annual schedule of works which will set out where we intend to deploy our resources. These will be adopted by the Council and will be available to the people and businesses of Mayo.

COMMUNICATING OUR PROGRESS

The Chief Executive will prepare an annual progress report which will be submitted to the Council with the draft budget. It will highlight progress on the delivery on our commitments and any actions required to correct any gaps.

HOW WE WILL ORGANISE OUR COUNCIL AND MUNICIPAL DISTRICTS

Mayo County Council has completed the first series of re-structuring to deliver on our commitment to bettering our services to the people of Mayo. The Council now operates through four municipal districts structured within a unified local government organisation for the first time in over a century. We have thirty members elected until 2019 and the Council is chaired by the Cathaoirleach who is elected by the members annually. The Corporate Policy Group and the six Strategic Policy Committees initiate, develop and recommend policy to the Council. The day to day affairs of the Council is overseen by our Chief Executive who is supported by just under one thousand employees. Each Municipal District has a local office which delivers local services to the people in that district. Each is supported by the Council in cross county services and through the operational services of the Council. These services will continue to be reviewed and re-configured where necessary over the period of this Corporate Plan so that we can

maximise efficiencies as well as ensuring that we maintain and improve the quality of our services all over Mayo.