

# Cavan County Council Corporate Plan 2019-2024



Comhairle Contae an Chabháin  
Cavan County Council



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**As Cathaoirleach and Chief Executive of Cavan County Council we are delighted to present our Corporate Plan for 2019-2024. This plan, which was prepared and adopted by Cavan County Council, sets out our Vision and key strategic priorities for the county for the next five years.**

Our Plan was finalised following a far-reaching consultation process, engaging with those both at the forefront of service delivery, as well as our service users. Such a period of consultation and plan preparation allows us to reflect and realise the multitude of services for which we are responsible for delivering and the 'reach' we have not alone locally but nationally and beyond.

The Corporate Plan is our strategic framework for action. It provides the framework within which we will deliver services on an annual basis through our annual service delivery plans. It will frame how we allocate and manage resources and it supports our performance management system and our objective of delivering a quality service to the people of Cavan in an efficient and effective way. We will, over the lifetime of this plan continue to work to meet the needs of the citizens of the county without regard to social status, ethnicity, nationality, religion, age or ability. We will promote and support interagency working and encourage the participation of young and old in the future development of our county.

Our mission statement is a clear statement of intent, that we will be a 'Council that leads and collaborates with all, to drive and shape a better future for our County'. We acknowledge that challenges will emerge over the lifetime of this plan. We commit to working constructively with our Elected Members, employees, the business sector and community organisations throughout the county to ensure we deal with whatever challenges may come our way, and in doing so make Cavan a progressive vibrant county, one that we can continue to be proud of, one that reaches out in a spirit of inclusivity, ambition and partnership.



**Cllr Shane P O'Reilly**  
Cathaoirleach



**Mr Tommy Ryan**  
Chief Executive

## Cavan County Council Logo

In 2017 a new logo was developed for Cavan County Council as part of an Organisational Development Programme.

### What does Cavan County Council's Logo represent?

- The capital 'C' represents Cavan and the Leadership role our Local Authority plays in service delivery throughout the county.
- The 'spiderweb' imprint as part of the 'C' represents Collaboration and Networking which is representative of how we interact with a broad range of stakeholders; Elected Members, Community Groups, Government Departments and Agencies etc.
- The logo itself is designed to imitate a signature.... every signature is Unique as is the County of Cavan.
- The colours in the logo represent Diversity – as a Local Authority we acknowledge and embrace diversity.
- The shape of the signature reflects our landscape of drumlins and lakes.

Our logo is designed to represent a modern and forward-looking organisation and be reflective of what underpins the work that we do.



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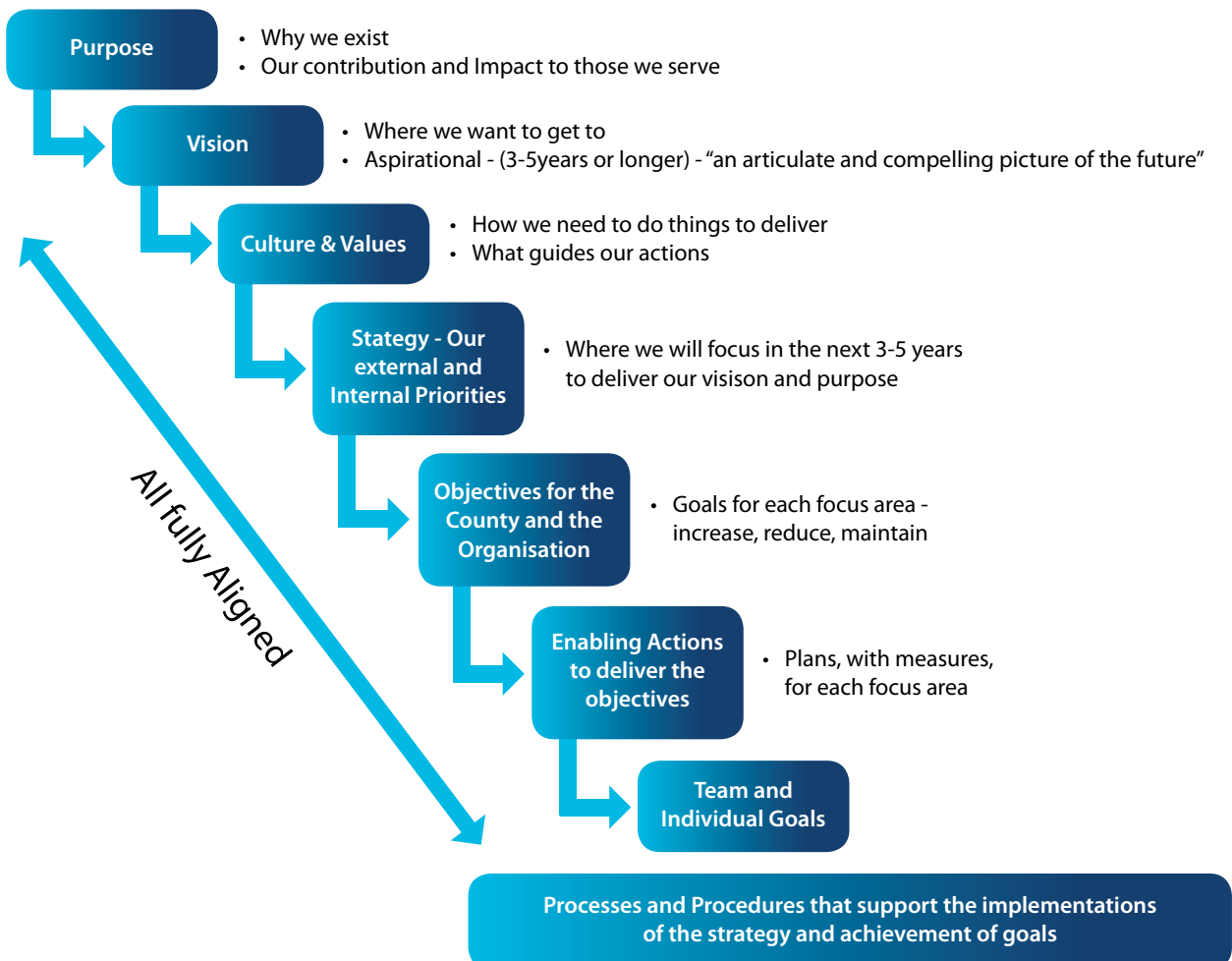
**Comhairle Contae an Chabháin**  
Cavan County Council

## Our Corporate Plan 2019-2024

Our Corporate Plan is a statement of our strategic priorities over the lifetime of this Council. This in turn will guide our Annual Service Plans and Team Development Plans and enable us to put in place the appropriate financial measures to meet these priorities. The plan outlines our strategic objectives, supporting strategies and key strategic actions. The actions included in this Corporate Plan are not an exhaustive list and may change subject to funding.

Our Corporate Plan aims to align all elements of activity and behaviour in our organisation to support our Purpose and Vision. The success of our plan is dependent on all our internal stakeholders working together to achieve our strategic objectives, this includes, our Elected Council, Corporate Policy Group, Strategic Policy Committees, Municipal Districts, Senior Management Team and staff at all levels across the organisation.

### Strategic Planning and Alignment





## Creating One View

The Corporate Plan provides an opportunity to bring alignment with other strategic plans so that there can be a single overall vision for the county and the organisation. It also provides a shared understanding of the key strategic goals we are pursuing in the short, medium and long term. This will allow our organisation to communicate more clearly with internal staff and external stakeholders about where we want to go and how we plan to get there.

### Vision

A progressive, vibrant county which is smart, connected, innovative, inclusive and sustainable.

### Mission

A Council that leads and collaborates with all to drive and shape a better future for our County.



## Core Values

The focus of Cavan County Council is to deliver a quality service to the citizens of Cavan in an efficient, accountable and transparent way.

The following core values will inform and underpin our decisions:

- **Local Democracy**  
Promote and support greater community involvement while recognising and respecting the democratic mandate of the elected members and their role in providing representation and civic leadership in the county.
- **Quality Customer Service**  
Commit to delivering a high-quality service which meets the changing needs of our customers.
- **Integrity**  
Maintain proper standards of integrity in the performance of our duties.
- **Progressive**  
Strive continuously for improvements in all that we do to promote an innovative and forward-thinking organisation.
- **Sustainability**  
Deliver our services in accordance with the principles of sustainability, respecting our natural resources and safeguarding the environment for future generations.
- **Equality**  
Commit to improving equality of opportunity for everyone and to promoting a culture of wellbeing, inclusion and respect for all.

## Public Sector Equality and Human Rights Duty

As a public body we have obligations under the Irish Human Rights and Equality Commission Act 2014 to have regard to the need to eliminate discrimination, promote equality of opportunity and protect human rights. The Duty is an ongoing obligation and Cavan County Council will (i) assess the relevant rights and issues arising; (ii) address whatever actions are required and (iii) report on developments and achievements annually.

# Local Government and Cavan County Council

## Our Operating Structure

The Local Government Act 2001 (extensively amended and updated by the Local Government Reform Act 2014) is the core legislative code supporting the structures, powers, functions and duties of local government in Ireland.

In addition to the 2001 Act, the operation of local authorities is affected by a range of other legislation which deals with specific services (e.g. housing, roads, planning, waste, etc).

Cavan County Council is the primary unit of Local Government in the county and is responsible for the provision of an extensive range of services in relation to Planning, Community and Economic Development, Transportation, Environment, Water Services, Housing, Cultural Services, Libraries and Emergency Services. All of these services impact on our citizens daily lives.

### **Responsibilities in councils are divided into two areas:**

- Reserved functions (for the Elected Council)
- Executive functions (for the Chief Executive)

Policy decisions are made by majority resolutions passed by the elected councillors during council meetings. These are reserved for the elected council and are 'reserved functions'. Some of the reserved functions include, passing an annual budget, housing policy decisions and policies on environmental protection.

### **These decisions may be made at 2 levels:**

- Full Council (plenary level)
- Municipal District Level

## Municipal Districts (MDs)

The Local Government Reform Act 2014 has significantly enhanced the role of elected members at municipal district level.

### **County Cavan is divided into 3 Municipal Districts:**

- Cavan Belturbet
- Ballyjamesduff
- Cootehill Bailieborough



## Corporate Policy Group (CPG)

The CPG provides a forum for co-ordination and discussion of policy issues, and acts as a link between the SPC's, Municipal Districts and the full Council. The CPG consists of the Cathaoirleach, the Chairs of the SPC's, and a representative from each Municipal District if not already represented. The CPG is supported by the Chief Executive and the Senior Management Team.

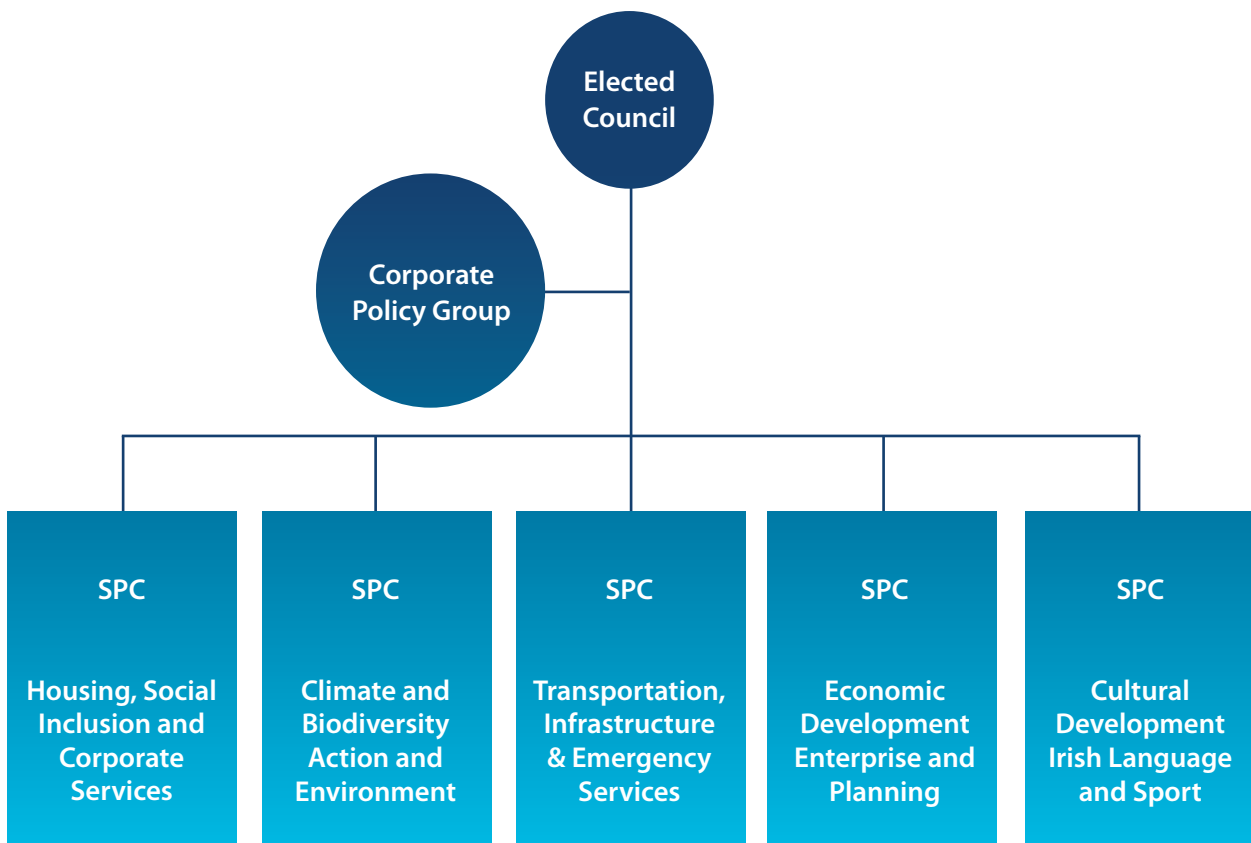
## Strategic Policy Committees (SPCs)

The SPC's assist the Council in the formulation, development, and the review of policy. One third of the membership of the SPCs is drawn from sectors relevant to the work of the particular SPC. The role of the SPC is to provide the Councillors with external sectoral views and, in doing so, enhance the policy formulation process.

## Cavan County Council has 5 SPCs

- Housing, Social Inclusion & Corporate Services
- Climate and Biodiversity Action & Environment
- Transportation, Infrastructure and Emergency Services
- Economic Development Enterprise and Planning
- Cultural Development Irish Language and Sport

## How the Council Functions



## Our Elected Members Baileborough-Cootehill Electoral Area



Cllr Aiden Fitzpatrick (FF)



Cllr Carmel Brady (FG)



Cllr Clifford Kelly (FF)



Cllr Paddy Mc Donald (SF)



Cllr Sarah O'Reilly (Aontú)



Cllr Val Smith (FG)

## Ballyjamesduff Electoral Area



Cllr Craig Lovett (FF)



Cllr Philip Brady (FF)



Cllr Shane P O'Reilly (FF)



Cllr TP O'Reilly (FG)



Cllr Trevor Smith (FG)



Cllr Winston Bennett (FG)



## Cavan Belturbet Electoral Area



Cllr John Paul Feeley (FF)



Cllr Madeleine Argue (FG)



Cllr Patricia Walsh (FF)



Cllr Peter Mc Vitty (FG)



Cllr Sean Smith (FF)



Cllr Brendan Fay (Ind)

## Our Operating Structure

The work of the full council is supported by a number of committees which comprise the elected members as well as external expertise. These committees have a monitoring and oversight role as well as providing input and advice to policy and programme development across the local authority.

### Local Community Development Committee (LCDC)

The Local Community Development Committee (LCDC) comprises representatives who are members of the Local Authority, other state agencies, community and voluntary sector and social partners. The LCDC co-ordinates, manages and oversees local development programmes such as the LEADER Programme and SICAP. The LCDC is responsible for the preparation and implementation of the Local Economic and Community Plan (LECP). The implementation of the LECP underpins much of what we do. This plan which sets the agenda for the economic and community development of the county has the democratic mandate of Cavan County Council. A review of the Cavan Local Economic and Community Plan will commence in 2020, ultimately leading to the formulation of a new Local Economic and Community Plan.

### Audit Committee

The Council has an Audit Committee which is part of the Local Authority governance framework. It is tasked with assessing our internal control systems and procedures and providing assurance to the Council regarding the suitability of those systems. The Audit committee is chaired by an independent Chairperson, who reports to the full Council on an annual basis.

### Joint Policing Committee (JPC)

Cavan County Council has a Joint Policing Committee (JPC) as provided for in the Garda Síochána Act 2005. The committee consists of representation from County Councillors, Oireachtas members, the council executive and the community and voluntary sector. The purpose of the JPC is to provide a forum where a Local Authority and senior Garda Officers responsible for policing in that area, with the participation of Oireachtas members and community interests, can consult, discuss and make recommendations on matters affecting policing within their jurisdiction.

### Management Team

The Management Team has responsibility for the efficient and effective management of the Council. The management team comprises the Chief Executive and four Directors of Service.

## Management Structure



Tommy Ryan



Eoin Doyle



Paddy Connaughton



Brendan Jennings



Margaret McNally

## Operating Environment

The long-term objective of Cavan County Council, as outlined in our Local Economic and Community Plan is to make Cavan a place where people can have a good quality of life; a better place to live, work and enjoy. This objective is achieved through the Local Authority working in collaboration with its communities and stakeholders, Government Departments and development agencies, and delivering the optimum level of service in an inclusive way, with equality of access and opportunity for all.

Throughout the lifetime of the Corporate Plan many external and internal factors will impact upon our service delivery – we must ensure we have the capacity to deal with these factors and maximise opportunities that may arise from them.

## External Factors

### Political

As a local authority we are responsible for implementing government policy across a broad range of areas. Many of the targets and service delivery requirements are set nationally. Over the lifetime of this Corporate Plan we need to be particularly mindful of political challenges in terms of Brexit, potential changes brought about by a change of government and in particular funding decisions made by central government.

### Economic

The buoyancy of the economy impacts directly on our service provision in terms of income sources, demand for services and costs associated with service delivery. Given our geographical location and dependency on agriculture our local economy is susceptible to any changes that Brexit may bring. This in turn impacts our income generation capacity and demands on some of our services.

In recent years Local Authorities have welcomed increased funding opportunities, particularly large-scale funding which has the potential to bring about significant changes and foster a culture of collaboration and innovation. However, these opportunities must be balanced against resource requirements in terms of personnel and financial commitments and this is a challenge which we must be in a position to address over the lifetime of this Corporate Plan.

## Social

We continue to deal with an increasingly diverse population across the county and the demands on our services are constantly changing. As a local authority we need to be proactive in facilitating the needs of this changing demographic, particularly our aging population and our new communities.

The operating environment in relation to the housing maintenance and capital programmes continues to be very challenging. We have more stock now than ever before and a high number of older stock which has meant that the number of repair requests is increasing significantly year on year. As a consequence, expenditure on response maintenance is increasing. In addition, there is a need for a significant investment in planned maintenance over the coming years to ensure that our stock is maintained to a reasonable standard.

## Technological

Embracing technological advances presents many opportunities to maximise the use of IT in the efficient deliver of our services. While improved technology may drive customer expectations, we will continue to look to increased use of technology in the delivery of services in keeping with the objectives of the Public Service ICT Strategy. Becoming more innovative with how we engage with our service users will help improve efficiency and our customers experience.

## Environmental

With increased focus on environmental protection and enforcement it is essential that sustainability and care for our environment remains at the heart of our service delivery. Implementation of our Climate Change Adaptation Strategy will go some ways towards this and as an organisation protecting our environment and the promotion of good practice in this regard will underpin all of what we do.

## Legal

Our day to day operations are strongly influenced by requirements at national and EU level. Increased compliance requirements in terms of, Data Protection/GDPR, Health and Safety and Procurement all influence our service delivery and our challenge is to be proactive and responsive to these requirements.

The review of Cavan County Development Plan will begin in 2020, following the adoption of the Regional Spatial and Economic Strategy by the North West Regional Assembly. The Regional Spatial and Economic Strategies and the appointment of a planning regulator will place tighter controls on local economic and spatial planning in the county. In recent years there have been a number of incidences at national level of building failures and noncompliance with Building Regulations. As part of its Annual Business Plan, Cavan County Councils Building Control Department has committed to ensuring that building control activity is in line with the criteria defined by the National Building Control Office and NOAC.



## Internal Factors

### Our People

The objectives of our Corporate Plan can only be achieved through the commitment and support of our Elected Members and staff.

We will ensure that our elected members and their committees, are supported and resourced to carry out their roles and responsibilities in an efficient and effective manner in delivering a quality cost effective service to our citizens.

Cavan County Council has some 500 staff including part time firefighters. The staff work together on a collaborative basis both within the organisation and across a range of Government Departments and State Agencies, together with the community, voluntary and business sector to provide a broad range of services to the citizens of the county. As our most valued asset it is essential that we lead, motivate and manage the Council's Human Resource so as to maximise efficiency in the delivery of service while at the same time providing the necessary training and personnel supports so as to ensure our workforce are in a position to deliver quality customer services.

### Corporate Governance

We will continue to promote a culture throughout the local authority that supports good governance, transparency, accountability and value for money. We will ensure we have appropriate internal review and risk management mechanisms in place. The Governance Review carried out by the IPA will enable us take stock of our current governance procedures and to build on these so as to ensure all the necessary checks and balances are in place and that we maintain high standards of Corporate Governance throughout the organisation.

A new Corporate Procurement Plan 2019-2022 which was launched in 2019 promotes strong governance within Cavan County Council and establishes a platform for new organisational and procedural controls to further strengthen the council's procurement function.

### Financial Management

We will agree and implement a long-term financial strategy for the organisation to ensure sufficient resources are in place to implement our Corporate Priorities.

## Collaboration and Shared Services

We will focus on making the best use of resources and achieving value for money by working in collaboration with other local authorities and external bodies. We will continue to support and implement a range of shared service arrangements and service level agreements. In conjunction with the wider public service we will support the sharing of expertise and knowledge, promoting an innovative and forward-thinking culture in service delivery.

## Core Service Areas

Housing and Building	Roads and Transport	Water Services	Planning and Development
<p>Social Housing: Provision, Assessment and Allocation</p> <hr/> <p>Improvement of Housing Stock</p> <hr/> <p>Tenancy and Estate Management</p> <hr/> <p>Rent Management and Monitoring</p> <hr/> <p>Housing Loans and Grants</p> <hr/> <p>Homeless Services</p> <hr/> <p>Traveller Accommodation</p> <hr/> <p>Resettlement Programmes</p>	<p>Road Design</p> <hr/> <p>Construction</p> <hr/> <p>Road Maintenance</p> <hr/> <p>Traffic Management</p> <hr/> <p>Road Safety</p> <hr/> <p>Public Lighting</p> <hr/> <p>Development of Greenways</p>	<p>Service Level Agreement with Irish Water</p> <hr/> <p>Implementation of Rural Water Programme</p> <hr/> <p>Operation and Maintenance of Public Conveniences</p>	<p>Planning Applications</p> <hr/> <p>Enforcement</p> <hr/> <p>Derelict Sites</p> <hr/> <p>Development Plans</p> <hr/> <p>Taking in Charge</p> <hr/> <p>Building Control</p> <hr/> <p>Unfinished Housing Estates</p> <hr/> <p>Economic Development</p> <hr/> <p>Heritage</p> <hr/> <p>Community Development and Participation</p> <hr/> <p>Social Inclusion</p> <hr/> <p>Age Friendly</p> <hr/> <p>Peace IV</p> <hr/> <p>Tourism Development and Promotion</p> <hr/> <p>Property management Local Enterprise Office</p>

## Core Service Areas

Environmental Protection	Recreation and Amenity	Agriculture, Health and Welfare	Corporate and Miscellaneous Services
<p>Waste Management</p> <hr/> <p>Water Quality Protection and Management</p> <hr/> <p>Climate Change Adaption</p> <hr/> <p>Operation of Fire Service</p> <hr/> <p>Street Cleaning</p> <hr/> <p>Conservation</p> <hr/> <p>Energy Management</p> <hr/> <p>Civil Defence</p>	<p>Maintenance of public areas</p> <hr/> <p>Operation, Maintenance and Improvement of Outdoor Leisure Areas</p> <hr/> <p>Community, Sport and Recreational Development</p> <hr/> <p>Library Services</p> <hr/> <p>Arts</p> <hr/> <p>Theatres</p> <hr/> <p>Museum</p>	<p>Veterinary Services</p> <hr/> <p>Control of Dogs</p> <hr/> <p>Air quality protection and enforcement</p>	<p>Financial Management</p> <hr/> <p>Procurement and Internal Audit</p> <hr/> <p>Corporate Affairs</p> <hr/> <p>Human Resource</p> <hr/> <p>Register of Electors</p> <hr/> <p>Operation of Commercial Rates</p> <hr/> <p>Information Technology</p> <hr/> <p>Motor Taxation</p>

## Profile of the County

Cavan is located in the Border Region on the M3 (N3) north of Dublin. Cavan borders six counties: Leitrim, Fermanagh, Monaghan, Meath, Longford and Westmeath. It shares a 70km border with County Fermanagh in Northern Ireland and is the 19th largest of the 32 counties in area and the 8th smallest by population. The county is characterised by drumlin countryside dotted with many lakes and small hills. The North West of the county is sparsely populated and mountainous with many areas of scenic landscape.

## Socio Economic Profile of the County

- The population of County Cavan increased by 4% between 2011 and 2016. In 2011, the population was 73,183. By 2016 it had increased to 76,176.
- 7.5% of the population are aged 0-4 years (5,725 children).
- 29% of the population are aged 0-18 years.
- There are 10,464 people aged 65 and over. There are 2,755 people aged 65 years and over living alone in County Cavan.
- 87% of Cavan residents are of Irish nationality.
- The primary employment sectors in County Cavan are agribusiness, food, engineering, retail, manufacturing, building materials and financial services. The latest census figures (2016) show that 15% of the county's labour force work in manufacturing and 11.3% work in agricultural, food and fisheries, the highest in the country. In 2016, an estimated 6,904 businesses were active in County Cavan.
- In terms of ethnicity, the population is 83% White Irish; while 'Other White' people make up ten per cent of the population. There are 1,073 Asian/Asian Irish and 831 Black/Black Irish in Cavan.
- The Census records 477 people from the Traveller community living in Cavan. Travellers account for 6.3% of the total population of the county and over 42% of the traveller community in Cavan are 14 years or under.
- Almost 17% of people who have completed their education have no formal or primary education only (8,264 people). A growing proportion of the population is educated to degree level or higher (19.27% or 9,504 people).

Cavan County Council is responsible for the maintenance and upkeep of 3,000km of public roads within the county. The road network is the primary mode of transport and as such plays a pivotal role in the social, economic and community activities of the county. The maintaining of the roads infrastructure to an acceptable standard is therefore essential to ensure that it can carry out this critical role.

An historical under investment in roads infrastructure has led to a condition deficit on the network as a whole, the management of which has proved challenging for the authority. The recent upturn in roads funding has led to an increase in improvement and maintenance works across the network and it is hoped that this upward trend will continue during the lifetime of this plan.

The availability of such data allows us to plan in a proactive way for the provision of a broad range of services to our everchanging demographic. It is important, that as a Local Authority we have in place the appropriate plans and strategies to meet our citizens needs and to have the necessary resources in place to enable us to do so.



## Review of Corporate Plan 2014-2019

Our Corporate Plan 2014-2019 was framed against a backdrop of unprecedented change brought about by the Local Government Reform Act 2014. We were also exiting a very difficult period of economic crises for the country, with scarce resources and increased audit and regulatory requirements. Notwithstanding this, a more positive economic outlook along with improved financial backing enabled us to continue to deliver and expand on the range of services which we provide to our citizens through the 6 key Strategic Objectives as outlined in the plan:

1. Supporting Communities
2. Stimulate Sustainable Economic Activity
3. Protect and Enhance Natural Environmental Resources
4. Plan and Develop Infrastructural Capacity
5. Promote a Positive Image of Cavan County Council and the County
6. Good Governance and Building Organisational Capacity

## Some of our key achievements include the following:

- Completion of €26 million Housing Capital Investment Programme, including new builds, acquisitions, voids and energy retrofitting works
- Delivery of multi annual roads programme 2014-2019
- Launch of the Cavan Local Economic and Community Plan
- Delivery of Peace IV, SICAP and LEADER Programmes
- Renovation of the Cavan Townhall Arts Space
- Extension to the Cavan County Museum
- Delivery of the N55 Corduff to South of Killydoon Section A Scheme
- Implementation of the Litter Management Plan 2016-2019
- Development of Office 365 strategy to improve workflow efficiency
- The introduction of a Managed Print Service for the Council
- Development and opening of Cavan Digital Hub
- Completion of Town and Village Revitalisation Plans
- Development of new Corporate Logo
- Development of Cavan Energy Expo
- The delivery of the 2016 Centenary Programme
- The delivery of the Creative Ireland Programme
- The publication of "Evolving Libraries – Cavan Library Service Development Plan 2017-2021" (Library specific)
- Completion of Virginia Fire Station
- Implementation of the Age Friendly Strategy 2017-2019
- Fire Service Fleet upgrade – fire appliance and 2 jeeps and provision of 2 new jeeps for civil defence
- Adoption of Cavan Food Strategy 2017-2022, Cavan Diaspora Engagement Strategy and the County Cavan Tourism Development Plan 2017-2022

## Strategic Objectives 2019-2024

Cavan County Council will work continuously to deliver a high-quality service to our citizens. In order to achieve the Vision as set out in our Corporate Plan 2019-2024 we will focus on six key strategic objectives as set out below.

To deliver on these, we will implement a range of supporting strategies and actions. These will be delivered across all departments and functions of the Council and will be further elaborated on by the Annual Service Delivery Plans.

1. Support and enhance local democracy and promote engagement and collaboration with our citizens.
2. Facilitate and promote sustainable economic growth, enterprise and tourism.
3. Promote the development of stronger towns and villages to enable them act as key drivers of economic, social and community development across the county.
4. Strengthen our communities, to remove disadvantage and make them more resilient.
5. Foster a spirit of pride in our organisation and promote organisational effectiveness to ensure the optimum level of customer service while supporting our staff to reach their full potential.
6. Promote a greater understanding of Climate Change and ensure that climate adaptation considerations are mainstreamed and integrated into all activities and delivery of functions and services across our administrative area.



## Strategic Objectives, Supporting Strategies and Key Strategic Actions

### 1.0 Support and enhance local democracy and promote engagement and collaboration with our citizens

- 1.1 Our decision-making processes will be informed in an inclusive and meaningful way, facilitating consultation and participation to ensure a broad and diverse range of views from across the county are considered.
- 1.2 In recognition of the role of the Elected Council at the heart of local democracy, ensure that they, and their committees, are supported and resourced to carry out their roles and responsibilities in an efficient and effective manner in delivering a quality cost effective service to the people of Cavan.
- 1.3 Work with all our communities to build both capacity, citizen participation and volunteerism ensuring they are actively involved in shaping their communities, through a wide range of community stakeholders including the PPN.
- 1.4 In accordance with 'The Public Sector Equality and Human Rights Duty' actively promote equality, protect human rights and eliminate discrimination in delivering our services.
- 1.5 Through citizen engagement and participation promote a socially integrated, age friendly, resilient and healthy County.

## Key Strategic Actions

- Ensure our elected members are provided with timely information, advice and training to carry out their role as public representatives
- Facilitate the delivery of a tailored training plan for members of the CPG and the SPC's to enable them carry out their functions effectively and efficiently
- Enhance community participation and active citizenship through capacity building and training in conjunction with the PPN
- Implement the Public Sector Equality and Human Rights Duty



## 2.0 Facilitate and promote Sustainable Economic Growth, Enterprise and Tourism

- 2.1. Implement the economic objectives of the Cavan Local Economic and Community Plan, reviewing progress on an ongoing basis and taking corrective action where objectives need to be realigned or reviewed.
- 2.2. Work in partnership with the relevant development agencies to ensure a cohesive approach to economic development throughout the county enabling us to maximise funding opportunities and other resources so as to create a resilient and progressive economy in the county, using the new County Development Plan as one of the key drivers of spatial and economic development.
- 2.3. Through our Local Enterprise Office (LEO) and economic development supports we will nurture an environment which facilitates start up's and affords existing enterprise the opportunity to grow and develop. We will ensure our economic resources, both human and physical are developed and used to their full potential.
- 2.4 Support all businesses to sustain employment and increase resilience as we help build and develop a robust Brexit support system to underpin their competitiveness, innovation and market diversification.
- 2.5 Facilitate and support the provision of broadband infrastructure throughout the county building on work already done through the 'Connected County' initiative.
- 2.6 Promote continued investment in our roads and transport infrastructure within the county and advance key transport infrastructure projects over the next five years.
- 2.7 Work in conjunction with Irish Water and the Group Water sector to ensure the continued supply of secure and safe drinking water to provide for the development needs of the county.
- 2.8 Develop and promote the tourism proposition in Cavan to enable the county to be recognised as a unique destination to visit for both domestic and overseas visitors.
- 2.9 Facilitate and support the work of the cross-border UNESCO Global Geopark in County Cavan.

## Key Strategic Actions

- Prepare new County Development Plan including a Local Area Plan for Cavan Town.
- Prepare a new Cavan Local Economic and Community Plan
- Develop a Digital Strategy for County Cavan
- Progress the delivery of key National Road infrastructural improvement projects including the N3 Virginia Bypass, N3 Dublin Road Cavan, N55 Killydoon and the East West link
- Enhance our economic profile with the development of new enterprise parks at strategic locations in the county including Cavan Town and Virginia and further expansion and development of existing enterprise lands and space in Cootehill.
- Support the development of enterprise space at various locations throughout the county
- Support the growth of Virginia as a location of strategic development potential of a regional scale and expand the existing Food Cluster containing Glanbia and AW Ennis east of Virginia.
- Support the delivery of third level education in Cavan Town, building on the foundations and success of Cavan Institute.
- Support the implementation of the National Broadband plan.
- Support the promotion of Cavan Digital Hub as a centre for digital start-ups and excellence in remote working.
- Focus on the development of key tourism flagship sites including Killykeen Forest Park, Cavan County Museum and Cavan Burren Park and The Shannon Pot.
- Support the implementation of the Cavan Food Strategy 2017-2022, Cavan Diaspora Engagement Strategy and the County Cavan Tourism Development Plan 2017-2022
- Develop key strategic greenways/long distance cycle ways



### **3.0 Promote the development of stronger towns and villages to enable them act as key drivers of economic, social and community development across the county.**

- 3.1 Planned and focused investment of resources in towns and villages throughout the county to enable them to become resilient and sustainable for current and future generations.
- 3.2 Work with relevant development agencies and local development groups such as Tidy Towns, Chamber of Commerce, Town Teams etc to ensure a co-ordinated and collaborative approach to project development and implementation in towns and villages throughout the county.
- 3.3 Promote a multi-faceted approach to regenerating our towns and villages including physical/infrastructural improvements, economic and environmental projects as well as community involvement, in particular engagement with new communities.
- 3.4 Support and facilitate high quality and sustainable development including the promotion of high standards of design and construction for all projects.
- 3.5 Strive to deliver high quality residential developments to create quality living environments to include the development of community infrastructure.
- 3.6 Maximise the potential of utilising vacant properties to revitalise town centres and villages while at the same time providing a good quality social housing option for persons approved for social housing support.
- 3.7 Provide adequate car parking facilities and regulated parking in towns and villages.



## Key Strategic Actions

- Prepare a Land Use and Transportation Strategy for Cavan Town.
- Regenerate the Abbeylands Cultural Quarter in Cavan Town to provide vibrant town centre uses, new pedestrian streets and public spaces.
- Implementation of Town and Village Revitalisation Plans
- Prepare comprehensive plans for strategic towns in the county with priority given to Tier 2 towns (i.e. towns with a population in excess of 2000 people). These plans to include public realm, traffic flow and carparking in these towns with a view to leveraging funding from the Rural Regeneration and Development Fund for these projects.
- Identify and develop key strategic sites in our towns and villages and develop plans for these to leverage the funding streams available.
- Maximise Urban Regeneration Development Fund for the development of Cavan Town
- Implement Virginia Civic Centre project
- Develop and upgrade off street carparking facilities including Virginia, Bailieborough, Kingscourt

## 4.0 Strengthen our communities, to remove disadvantage and make them more resilient.

- 4.1. Implement the community objectives of the Cavan Local Economic and Community Plan, reviewing progress on an ongoing basis and taking corrective action where objectives need to be realigned or reviewed.
- 4.2. Continue to lead and coordinate the efforts of all agencies to support social inclusion, integration and equality in existing and new communities in Cavan.
- 4.3 To continue to develop and provide good quality social housing under Rebuilding Ireland using all funding mechanisms available i.e. standard social housing, acquisition of units, leasing etc.
- 4.3. Promote more cohesive communities and support social inclusion by supporting and empowering tenants of council estates to set up or engage in their Residents Groups.
- 4.3 To review the Disability Strategy and develop a Strategic Plan for the appropriate accommodation of people with disabilities including intellectual, physical, mental and sensory be it to enable people to continue to live in their own homes or to integrate into the community from institutionalised settings.
- 4.4 To implement the objectives of the Traveller Accommodation Programme 2019 – 2024.
- 4.5 Encourage the development of rural enterprise and the use of innovative technologies as a means of connecting rural communities and enabling them to diversify and become more sustainable.
- 4.6 Promote the development of, and access to community-based sports and recreational facilities.
- 4.7 Use our library service and branch network to provide information to support learning and creativity.
- 4.8 Maximise the potential of the library service to enable lifelong learning, information provision, literacy development, health and wellbeing, cultural identity and creativity.
- 4.9 Nurture Arts and Culture throughout the county, promoting greater public involvement and opportunities for all to participate in the sector.
- 4.10 Support and maintain a well-trained Fire Service and Civil Defence and work with the relevant agencies to plan for and respond to Major Emergencies.
- 4.11 Work in partnership with our rural communities to ensure maximum participation in Local Community Development Programmes including SICAP( Social Inclusion Community Activation Programme) and facilitate project development and drawdown of funding through the LEADER Programme.

- 4.12 Develop the capacity of existing rural based Community Development groups and working on an inter-agency basis, support and facilitate the establishment of new groups in areas where they are currently lacking.
- 4.13 Strengthen Cross Border links in the central border area to enhance the social, economic, cultural and environmental wellbeing of cross border communities and encourage collaborative work at sub regional level to foster and develop cross border initiatives and projects.

## Key Strategic Actions

- Development of recreational facilities throughout the county including the development of a regional multi sports facility in Cavan town, playgrounds and multi – use games areas
- To develop a Local Sports Plan for Cavan in line with the National Sports Policy 2018-2027
- Deliver housing construction and leasing programmes as supported by National Rebuilding Ireland initiatives
- Implement Healthy Cavan Strategy
- Implement the Cavan Age Friendly Programme
- Prepare County Heritage Plan
- Support rural transport, climate change and smarter travel initiatives
- Development of new Fire Station in Ballyjamesduff
- Renew and update the County's Major Emergency Plan
- Development of new Headquarters for the Civil Defence
- Delivery of the Creative Ireland and Decade of Centenaries programmes
- Development of cultural and heritage services that will contribute to community identity, civic engagement and cultural tourism
- Provision of high-quality cultural facilities to enable greater participation
- Support the development of the arts sector by recognising the role of the professional artistic creator, addressing diversity in the arts and building on audience development.



## **5.0 Foster a spirit of pride in our organisation and promote organisational effectiveness to ensure the optimum level of customer service while supporting our staff to reach their full potential**

- 5.1. Continue to develop and embed an innovative culture within the organisation to futureproof the efficient delivery of our services.
- 5.2. Agree and implement a long-term financial strategy for the organisation to ensure sufficient resources are in place to implement our Corporate Priorities.
- 5.3. Support our staff as being central to delivering our broad range of services support them in reaching their full potential through comprehensive annual training plans, shared learning and skills transfer.
- 5.4. Review our current customer service interface and adopt new and innovative ways of making our services easier to access and more citizen focused.
- 5.5. Ensure value for money, transparency and accountability in the delivery of all our services and foster a culture of good governance in our public service delivery to our citizens.
- 5.6. Foster a culture of Health and Safety awareness among staff.
- 5.7. Support the digitisation of services and processes through effective ICT channels.

## Key Strategic Actions

- Development of new website for Cavan Co Council
- Support a vision for the development of a Corporate Headquarters that places local democracy and service delivery at the heart of the county.
- Through a structured Organisational Development Programme develop and embed an innovative culture within the organisation to futureproof the efficient delivery of local authority services
- Integrate the workforce planning process with corporate planning to identify and align resources and capacity with business objectives.
- Create a learning and development plan in line with corporate priorities and career development.
- Build a culture of management and leadership competencies to best meet the changing needs of an agile organisation
- Develop a health and wellness framework that incorporates staff welfare, proactive health awareness campaigns and resilience programmes.
- Development of a long-term financial strategy to support the achievement of our Corporate priorities and objectives



## **6.0 Promote a greater understanding of Climate Change and ensure that climate adaptation considerations are mainstreamed and integrated into all activities and delivery of functions and services across our administrative area.**

- 6.1. Through our Climate Change Adaption Strategy promote internal and external programmes that support sustainable development across all our service divisions.
- 6.2. Promote Cavan as a low carbon county being well placed to support the development of environmentally conscious industry.
- 6.3. Increase awareness of the impacts of climate change and ways for communities to increase response and resilience to these impacts.
- 6.4. Encourage more communities to actively pursue projects to reduce energy consumption and reduce their carbon footprint.
- 6.5. Continue to achieve high standards in energy efficient social housing through the continued implementation of energy efficient programmes.
- 6.6. Foster a culture of energy efficiency awareness among staff.

## Key Strategic Actions

- Explore the possibilities of using and promoting alternative technologies in both the delivery of our services and in supporting economic development throughout the county
- Implement Cavan Council's Climate Action Plan
- Deliver LED Public Lighting Upgrade Programme
- Develop and implement both major and minor flood protection schemes including Cavan Town CFRAMS project
- Develop multi annual arterial drainage district maintenance programme
- Improve the energy efficiency of the organisation by 50% and achieve a 30% reduction in CO2 emissions by 2030
- Deliver the objectives of the energy awareness strategy for the organisation



## Implementation and Monitoring

Progress on the implementation of the Corporate Plan will be measured in a number of ways including the following:

- National Service Indicators (See Appendix 3)
- Recommendations from the National Oversight and Audit Commission
- Local Authority Annual Report
- Annual Progress Report on Corporate Plan implementation
- Annual Service Delivery Plan
- Audit Committee Reports
- External and Local Government Auditor Reports
- Monthly Chief Executive Reports to the Council
- Annual Financial Statement
- Implementation reviews of Local Economic and Community Plan
- Statutory review of the County Development Plan
- Report on developments and achievements on the Public Sector Equality and Human Rights Duty

A review procedure for the corporate plan is provided for in Section 134(8) of the Local Government Act 2001. Should the review process at any stage highlight the need to revise or re-prioritise the actions in the plan corrective action will be taken.

## Appendix 1 - Strategies and Plans influencing Local Government Activities

### National/EU

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

Brighter Outcomes Better Futures: The national policy framework for children and young people 2014-2020

Climate Action Plan 2019 to Tackle Climate Disruption (2019)

Culture 2025 – A National Cultural Policy Framework to 2025 <https://www.chg.gov.ie/app/uploads/2020/01/culture-2025.pdf>

DCCAE: National Cyber Security Strategy <https://www.dccae.gov.ie/en-ie/communications/topics/Internet-Policy/cyber-security/national-cyber-securitystrategy/Pages/NCSC-Strategy.aspx> and current consultation <https://www.dccae.gov.ie/en-ie/communications/consultations/Pages/2019-NationalCyber-Security-Strategy.aspx>

DCCAE: National Digital Strategy <https://www.dccae.gov.ie/en-ie/communications/topics/Digital-Strategy/Pages/default.aspx>

DEBI Innovation 2020 <https://dbei.gov.ie/en/Publications/Publication-files/Innovation2020.pdf>

Digital Single Market [https://ec.europa.eu/commission/priorities/digital-singlemarket\\_en](https://ec.europa.eu/commission/priorities/digital-singlemarket_en)  
eGovernment Strategy <https://egovstrategy.gov.ie/>

Enterprise Ireland Strategy 2017 – 2020

EU 'Floods' Directive

EU Strategy on Adaptation to Climate Change

European Flood Awareness System (EFAS)

Flood Risk Management Plans and Maps produced under National CFRAM (Catchment Flood Risk Assessment & Management) programme ([floodinfo.ie](http://floodinfo.ie))

Guidelines on the Planning System and Flood Risk Management

Housing Options for our Ageing Population - Policy Statement (2019)

Healthy Ireland Framework 2019-2025 (<https://www.gov.ie/en/publication/e8f9b1-healthy-ireland-framework-2019-2025>)

Housing First National Implementation Plan 2018 – 2021 [https://www.housing.gov.ie/sites/default/files/publications/files/housing\\_first\\_implementation\\_plan\\_2018.pdf](https://www.housing.gov.ie/sites/default/files/publications/files/housing_first_implementation_plan_2018.pdf)

IDA Strategy 2020 – 2025

Irish Refugee Protection Programme (IRPP) [http://www.justice.ie/en/JELR/Pages/Irish\\_Refugee\\_Protection\\_Programme\\_\(IRPP\)](http://www.justice.ie/en/JELR/Pages/Irish_Refugee_Protection_Programme_(IRPP))

Marine Planning Policy Statement (to be adopted Q3 of 2019)

Met Eireann strategic plan 2017-2027 <https://www.met.ie/about-us/strategy>

National Adaptation Framework (2018)

National Broadband Plan

National Development Plan

National Flood Forecasting and Warning Service (date from monitoring stations - [waterlevel.ie](http://waterlevel.ie))

National Heritage Plan

National Positive Ageing Strategy

Heritage Ireland 2030

The National Childcare Scheme (NCIS) <https://ncs.gov.ie>

National Housing Strategy for People with a Disability (NHSPWD)

National Marine Planning Framework (to be adopted by end 2020)

National Planning Framework 2040 <http://npf.ie/>

National Quality Standards Framework for Homeless Services in Ireland <https://www.homelessdublin.ie/content/files/NQSF-Standards.pdf>

National Social Enterprise Policy for Ireland 2019-2022

National Traveller and Roma Inclusion Strategy 2017-2021

National Vacant Housing Reuse Strategy

National Physical Activity Plan for Ireland 2016: <https://www.gov.ie/en/policy-information/b60202-national-physical-activity/>

National Sports Policy 2018 – 2027 : <https://www.gov.ie/en/publication/aaa7d9-national-sports-policy-2018-2027/>

National Traveller and Roma Inclusion Strategy 2017 – 2021 it's in website reference is <http://www.justice.ie/en/JELR/National%20Traveller%20and%20Roma%20Inclusion%20Strategy,%202017-2021.pdf/Files/National%20Traveller%20and%20Roma%20Inclusion%20Strategy,%202017-2021.pdf>

Open Data <https://www.gov.ie/en/organisation/department-of-public-expenditure-and-reform/?referrer=/wp-content/uploads/draft-open-data-strategy-2017-2022.pdf/>

Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities <https://assets.gov.ie/4278/111218115931-79413828933647aaa21ce9157ee170ba.pdf>

Our Public Service 2020 (with particular reference to actions relating to Public Participation Networks and Local Community Development Committees). <https://ops2020.gov.ie>

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

Policy on Property Acquisition and Disposal

Protocols on Transfer and Sharing of Property Assets

Public Sector Energy Efficiency Strategy

Public service Data strategy <https://www.osi.ie/news/public-service-data-strategy-20192023/>

Public Service ICT Strategy

Local Authority People Strategy 2018

Rebuilding Ireland <https://rebuildingireland.ie>

Social Housing Strategy 2020 [https://www.housing.gov.ie/sites/default/files/publications/files/social\\_strategy\\_document\\_20141126.pdf](https://www.housing.gov.ie/sites/default/files/publications/files/social_strategy_document_20141126.pdf)

Rural Development Programme 2014 – 2020

Quality Housing for Sustainable Communities -2007.

Renewable Electricity Policy and Development Framework (REPDF)

River Basin Management Plan for Ireland 2018-2021.

Rural Development Policy 2020+ Next phase

Strategy for the Future Development of National and Regional Greenways

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

The National Language Strategy 2010-2030 <https://www.chg.gov.ie/app/uploads/2019/04/action-plan-1-2018-2022-1.pdf>

The National Oil Spill Contingency Plan (DTTAS) (due for publication Sept 2019) The National Search and Rescue Plan (DTTAS) (due for publication July 2019)

Water Services Policy Statement 2018-2025.

Wind Energy Development Guidelines (WEDGS)

Social Inclusion and Community Activation Programme (SICAP) 2018–2022

## Regional

ERDF Operational Programmes 2014-2020

Flood Risk Management Plans and Maps including relevant local plans ([floodinfo.ie/publications/](http://floodinfo.ie/publications/))

Regional Spatial and Economic Strategies

Service Level Agreement – Enterprise Ireland & Local Authorities – Operation of the Local Enterprise Office Network 2017-2020;

Regional Enterprise Plans – North East Region 2020

The Homeless Action Plan North East Region 2018 - 2020

## Local

Cavan County Development Plan ( <http://www.cavancoco.ie/cavan-county-development-plan.htm> )

Cavan Local Economic and Community Plan ( <http://www.cavancoco.ie/file/community/LCDC/Cavan-LECP.docx> )

County Cavan LEADER Local Development Strategy ( <http://www.cavancoco.ie/file/community/Cavan-LEADER-LDS.docx> )

Cavan Sports Partnership Strategic Plan – Sport and Activity for Life for all 2017-2021 ( <http://www.cavansport-partnership.ie/file/2017/CSP%20-%20Strategic%20Plan%202017-2021%20Final%20Draft.docx> )

Age Friendly Strategy (2017-2019) / (2020-2022)

Traveller Accommodation Programme 2019-2024 - <http://www.cavancoco.ie/file/housing/Traveller%20Accommodation/Adopted%20TAP%202019%20-%202024.pdf>

Local Enterprise Office Development Plan 2017 to 2020

Cavan Food Strategy 2017-2022 <http://tasteofcavan.ie/file/Cavan%20Food%20Strategy%202017-22.pdf>

County Cavan Tourism Development Plan 2017- 2022 <http://www.cavancoco.ie/file/news/Miscellaneous/A4%20Cavan%20Tourism%20Strategy%20Plan%20Pages.pdf>

Cavan Diaspora Engagement Strategy 2017 – 2021 <http://cavandiaspora.com/file/DiasporaStrategy.pdf>

Cavan Digital Strategy/IT Strategy/ O365 Strategy

Cavan County Council Climate Adaptation Strategy <http://www.cavancoco.ie/file/environment/Climate%20Change/Climate%20Change%20Adaptation%20Strategy%20PDF.pdf>

County Cavan Town and Village Revitalisation Plans

Connecting for Life Cavan and Monaghan – Suicide Prevention Action Plan 2017-2020 <https://www.hse.ie/eng/services/list/4/mental-health-services/connecting-for-life/strategy-implementation/local-action-plans/connecting-for-life-cavan-monaghan.html>

Evolving Libraries Cavan Library Service Development Plan 2017-2021 <http://www.cavanlibrary.ie/file/Policies-Page/Publications/Evolving%20Libraries/CCCLibraryDevPlan.pdf>

Inclusivity and Ambition: A Strategy for Cavan Arts 2018 – 2023 ([https://www.thisiscavan.ie/content/files/Inclusivity\\_and\\_Ambition\\_2018\\_-\\_2023.pdf](https://www.thisiscavan.ie/content/files/Inclusivity_and_Ambition_2018_-_2023.pdf))

Evolving Libraries Cavan Library Service Development Plan 2017-2021 (<http://www.cavanlibrary.ie/file/Policies-Page/Publications/Evolving%20Libraries/CCCLibraryDevPlan.pdf>)

Cavan County Council Energy Engagement Strategy

Cavan County Council Litter Management Plan <http://www.cavancoco.ie/file/environment/Litter%20Management%20Plan%202016-2019%20FINAL.pdf>

## Appendix 2 - Consultation Process

In preparing the Corporate Plan 2019-2024 submissions were sought from internal and external stakeholders including the Councils Elected Members, CPG, Council Staff, members of Council committees including the LCDC and JPC as well as the PPN.

To ensure that a broad spectrum of interest groups was consulted a notice inviting submissions was placed on our website, on our social media platforms as well as in our local newspaper.

Survey Monkey was also used to garner responses from interest groups that engage with Cavan County Council. A total of 82 responses were received as part of the consultation process and considered in the preparation of the Plan.



## Appendix 3 - Service Indicators

### National Performance Indicators (As determined by NOAC)

Functional Area	Measurement Methodology
<b>Corporate Services (C)</b>	<p><b>C1.</b> Total Number of Whole Time Equivalent Staff</p> <p><b>C2.</b> % of Working Days lost to Sickness (certified / uncertified)</p> <p><b>C3.</b> LA Website and Social Media Use - Number of Page Visits to the local authority website</p> <p><b>C4.</b> Overall cost of ICT provision per WTE</p> <p><b>C5.</b> Overall cost of ICT as a proportion of Revenue expenditure</p>
Functional Area	Measurement Methodology
<b>Waste Environment (E)</b>	<p><b>E1.</b> No/% of households accessing 3-bin service collection</p> <p><b>E2.</b> % of Environmental Pollution complaints closed</p> <p><b>E3.</b> % of LA area within the 5 Levels of litter pollution;</p> <ul style="list-style-type: none"> <li>• unpolluted or litter free</li> <li>• slightly polluted with litter</li> <li>• moderately polluted with litter</li> <li>• significantly polluted with litter</li> <li>• grossly polluted with litter</li> </ul> <p><b>E4.</b> % of Schools that have been awarded green flag status</p>
Functional Area	Measurement Methodology
<b>Fire Service (F)</b>	<p><b>F1.</b> Cost per capita of the Fire Service</p> <p><b>F2.</b> Service Mobilisation</p> <ul style="list-style-type: none"> <li>• Time taken to mobilise fire brigades in respect of fire / other emergency incidents</li> </ul> <p><b>F3.</b> Percentage Attendance Times at Scenes of cases in respect of fire / other emergency incidents in which first attendance is at the scene within;</p> <ul style="list-style-type: none"> <li>• 10 minutes</li> <li>• 10-20 minutes</li> <li>• after 20 minutes</li> </ul>

Functional Area	Measurement Methodology
<b>Housing (H)</b>	<p>H1. Social Housing Stock</p> <p>H2. Housing Vacancies</p> <p>H3. Average Letting Time and Cost</p> <p>H4. Housing Maintenance direct cost</p> <ul style="list-style-type: none"> <li>• Maintenance cost for direct provision of housing (= Total maintenance spend / Total no. of Direct Provision Dwellings)</li> </ul> <p>H5. Private Rented Sector Inspections</p> <p>H6. Long-term Homeless Adults</p>
Functional Area	Measurement Methodology
<b>Economic development (J)</b>	<p>J1. Number of jobs created</p> <p>J2. Trading online vouchers</p> <p>J3. No of mentoring recipients</p> <p>J4. Tourism</p> <ul style="list-style-type: none"> <li>• Does the Local Authority have a current Tourism Strategy</li> <li>• Does the Local Authority have a designated Tourism Officer?</li> </ul>
Functional Area	Measurement Methodology
<b>Library / Recreation Services (L)</b>	<p>L1. Library Visits and Issues</p> <p>L2. Cost of operating library service (premises/staffing/stock, etc.) per capita</p>
Functional Area	Measurement Methodology
<b>Finance (M)</b>	<p>M1. 5 year summary of Revenue Account balance</p> <p>M2. 5 year summary of % collection levels on major revenue sources</p>
Functional Area	Measurement Methodology
<b>Planning (P)</b>	<p>P1. New Buildings Inspected</p> <p>P2. No/% of planning decisions confirmed by An Bord Pleanala</p> <p>P3. % of Planning Enforcement cases closed as resolved</p> <p>P4. Cost per capita of the Planning Service</p> <p>P5. Applications for Fire Safety Certificates</p>

Functional Area	Measurement Methodology
<p><b>Roads (R)</b></p>	<p><b>R1.</b> Ratings in the Pavement Surface Condition Index (PSCI)  <b>R2.</b> Road works  <b>R3.</b> % of motor tax transactions conducted online</p>
Functional Area	Measurement Methodology
<p><b>Water (W)</b></p>	<p><b>W1.</b> % of Drinking water in private schemes in compliance with statutory requirements</p>
Functional Area	Measurement Methodology
<p><b>Youth Community (Y)</b></p>	<p><b>Y1.</b> Participation in Comhairle na nOg Scheme                      % of local schools involved in the Local Youth Council/Comhairle No nOg Scheme  <b>Y2.</b> Groups Associated with the PPN                      Number of Groups associated with the Public Participation Network (PPN)</p>







**Cavan**

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**Comhairle Contae an Chabháin**  
Cavan County Council

Cavan County Council  
Farnham Centre  
Farnham Street  
Cavan  
H12 R6V2

Tel: 049 4378300  
email: [info@cavancoco.ie](mailto:info@cavancoco.ie)

[www.cavancoco.ie](http://www.cavancoco.ie)