



Cavan

Comhairle Contae an Chabháin
Cavan County Council



CAVAN COUNTY COUNCIL

CORPORATE PLAN

2024-2029



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Cavan County Council Corporate Plan 2024-2029

The Corporate Plan serves as Cavan County Council's strategic framework for action during the lifetime of this Council, 2024-2029.

It sets out our vision for County Cavan and what Cavan County Council will do, together with all stakeholders, to deliver that vision. It outlines the strategic goals and objectives that will drive the work of the Council over the next five years. The Plan also provides a list of supporting strategies which will ensure delivery of each of these objectives. The plan recognises and considers a range of existing Local, National and European policies, strategies and plans in relation to programmes and activities that are central to our objectives and goals for the next five years.

Preparation of the Corporate Plan

Legislative basis

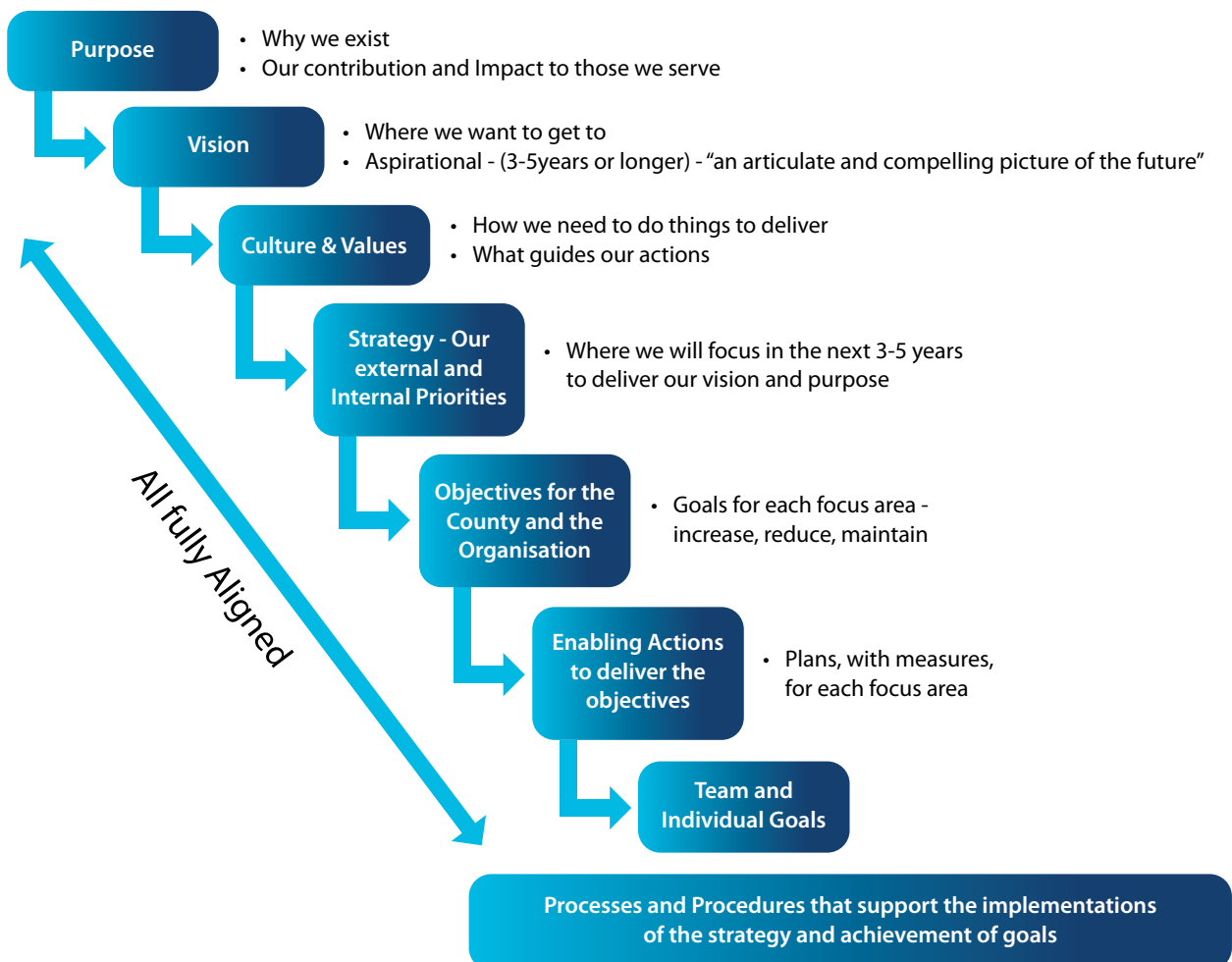
The Corporate Plan is prepared in accordance with the relevant legislation including the Local Government Act 2001 and the Local Government Reform Act 2014. The Plan has also been developed in accordance with the Guidelines for Local Authorities in the preparation of Corporate Plans for 2024-2029 issued by the Department of Housing, Planning and Local Government. The Plan recognises the hierarchy of plans and legislation from EU, national, regional, county and local levels, that govern the strategic planning for the Council.

Public consultation

The Cavan County Council Corporate Plan was developed through an open process of engagement with stakeholders. The consultation comprised of a public survey that was shared and promoted across all our social media channels, website and Public Participation Network. This survey provided a range of responses from the general public, business people, Comhairle na nÓg members and members of the general public. We held consultation workshops with our Elected Members and our Local Community Development Committee. We also held consultation workshops with a large number of our staff, including outdoor and office-based staff, as well as the senior management team and section managers.

This engagement approach enabled us to develop a Corporate Plan that reflects the knowledge, insights and lived experience of our citizens and staff. Building our Corporate Plan around this information ensures the plan has relevance for everyone. The outputs of the consultations informed the creation of a strategic framework for the Corporate Plan, ensuring that our purpose is aligned with our vision and it's achievement.

Strategic Planning and Alignment





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)

Elected Council

The representative structure of the Council consists of 18 democratically elected members. Each councillor serves a five-year term which commenced following the Local Elections in June 2024. The role of the elected council is to determine strategic policy and to represent the general view of the citizens who elected them.

As the policy makers, Councillors exercise their authority through Reserved Functions. These functions include adoption of the County Development Plan, Corporate Plan, Annual Budget, including the setting of the commercial rate, and varying the Local Property Tax. Policy decisions are made by majority resolutions passed by the elected councillors during council meetings.

These decisions may be made at 2 levels:

- Full Council (plenary level)
- Municipal District Level

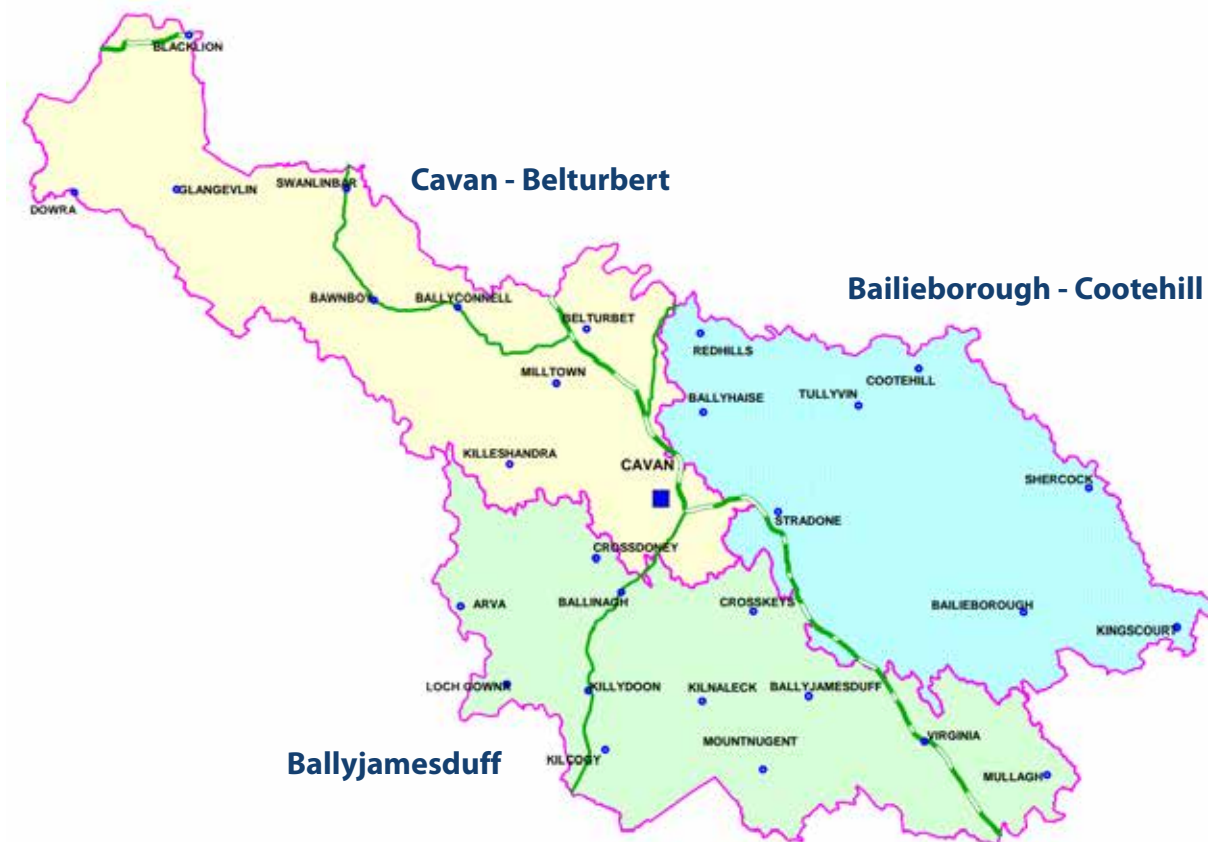
Municipal Districts

Local councillors are elected at local elections to both their respective County Council and their municipal district. At municipal district level, members act as a decision-making sub-formation of the overall council in respect of their municipal district area. The Local Government Reform Act 2014 significantly enhanced the role of elected members at municipal district level.

County Cavan is divided into 3 Municipal Districts:

- Cavan - Belturbet
- Ballyjamesduff
- Cootehill - Bailieborough

Cavan Municipal Districts



Ballyjamesduff Municipal District Elected Members



Cllr Noel Connell



Cllr Philip Brady



Cllr Shane P O'Reilly



Cllr TP O'Reilly



Cllr Trevor Smith



Cllr Winston Bennett

Bailieborough-Cootehill Municipal District Elected Members



Cllr Carmel Brady



Cllr Clifford Kelly



Cllr Niall Smith



Cllr Sarah O'Reilly elected to Seanad Eireann January 2025
Vacancy filled by the co-option of Cllr Adrian Rogers in May 2025



Cllr Stiofán Conaty



Cllr Val Smith

Cavan-Belturbet Municipal District Elected Members



Cllr Áine Smith



Cllr Brendan Fay



Cllr Damien Brady



Cllr John Paul Feeley



Cllr Niamh Brady



Cllr Patricia Walsh

Corporate Policy Group (CPG)

The Corporate Policy Group provides a forum for co-ordination and discussion of policy issues and acts as a link between the Special Policy Committees (SPC's), municipal districts and the full Council. It acts as a forum where policy decisions affecting the entire Council can be agreed for recommendation to 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 (SPC's)

The SPC's assist the Council in the formulation, development and review of policy. One third of the membership of each SPC is drawn from sectors relevant to the work of the particular SPC, nominated by the Public Participation Network (PPN) and the sectoral partners. 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 SPC's:

1. Economic Development, Enterprise and Planning
2. Climate and Biodiversity Action & Environment
3. Transportation, Infrastructure and Emergency Services
4. Housing, Social Inclusion & Corporate Services
5. Cultural Development, Irish Language and Sport

The Executive

The day-to-day management of a local authority is carried out by the executive which includes the Chief Executive, the Senior Management Team (Directors of Service and Head of Finance) and the entire staff of Cavan County Council. The Executive make the daily operational decisions having regard to the policies adopted by Councillors. The executive's responsibilities include delivering on strategic objectives as set out in the corporate plan, through planning and organising the work of the council and ensuring the delivery of services. Policy areas under the responsibility of the Chief Executive include transport, social housing, economic development, and local authority governance. The Chief Executive along with the Directors of Services, management and staff advise and assist the elected council in the carrying out of their representational work and reserved functions.

Committees and Networks

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 LCDC brings a more strategic, focused and joined-up approach to local and community supports, and provides greater coherence to local and community development activity in the county. The LCDC, like the CPG and SPC's, is a committee of the local authority, however unlike the CPG and SPC's, it is independent from the local authority in the performance of its functions. The LCDC comprises both public and private sector socio-economic partners and to maintain its community orientation, there must be at least one more private person when decisions of the LCDC are made. It co-ordinates, manages and oversees local development programmes (such as LEADER and SICAP) within the county and ensures they are delivered effectively. 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 the Council does. This plan which sets the agenda for the economic and community development of the county has the democratic mandate of Cavan County Council.

Public Participation Network (PPN)

To ensure citizen engagement and promote participation, from local communities, every local authority is required per Section 46 of Local Government Act of 2014 to establish a Public Participation Network (PPN).

The PPN serves as a platform for community, voluntary, social inclusion, and environmental groups to actively participate in policy making at local level. The success of the PPN greatly relies on the effectiveness of these arrangements and the local authority plays a central role in facilitating the network. The main objective of the PPN is to empower the public to have a role in policy making processes and oversee activities within the jurisdiction of the local authority. The PPN acts as a link, between the local authority and community, environmental and social inclusion sectors while respecting other consultation procedures. The PPN goals encompass aspects, such as, envisioning the wellbeing of the county/city for future generations. They also involve encouraging involvement in decision making and service planning as well as

ensuring that participants from environmental, social inclusion and voluntary sectors have a say in decision making bodies.

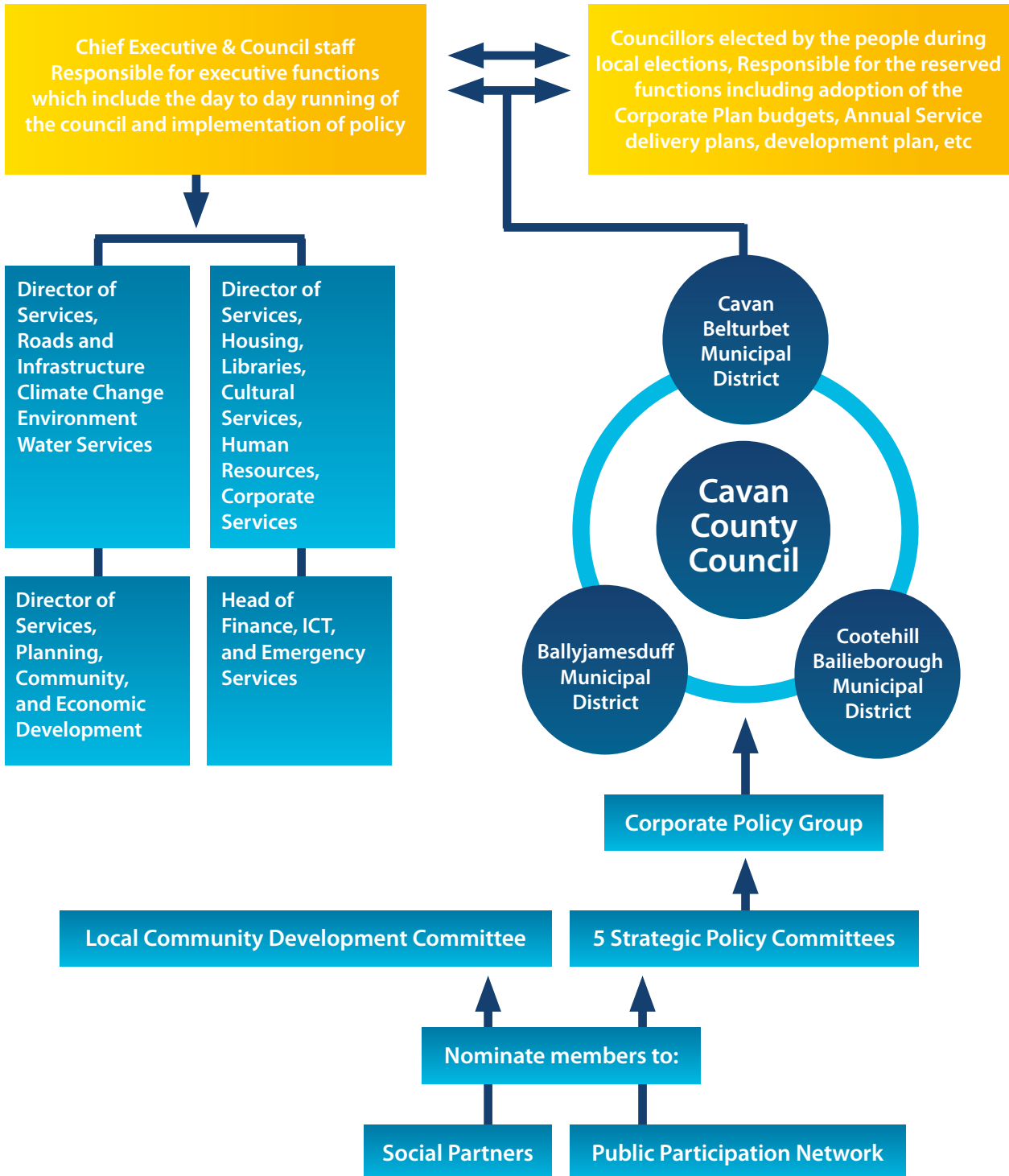
Local Community Safety Partnership (LCSP)

The Local Community Safety Partnership (LCSP) is a new government initiative which replaced the Joint Policing Committee. This partnership brings together community members, the voluntary and community sector, statutory services, and local councillors to work together in identifying and tackling community safety issues locally.

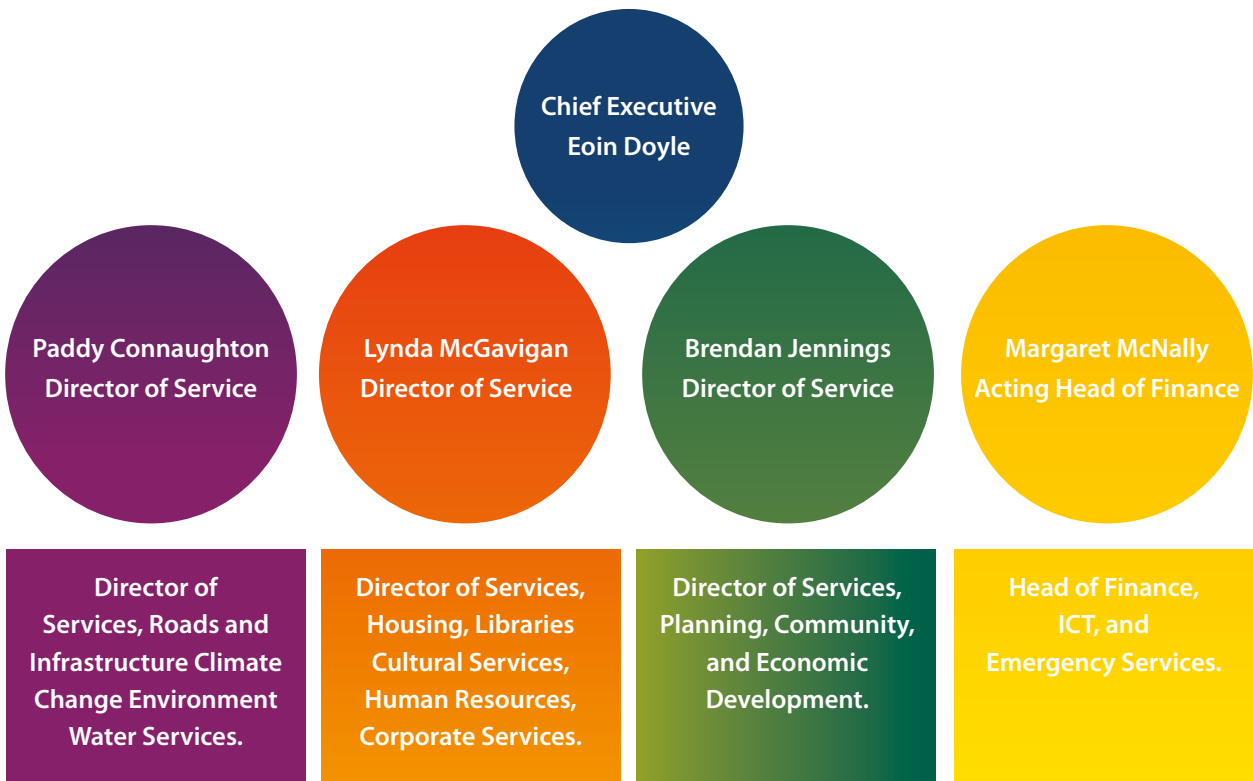
The Local Community Safety Partnership will give the community a stronger voice in identifying and tackling the issues that individuals, families, young people, business owners and all members of the community face. Representatives of the community will make up 51% of the members of the Local Community Safety Partnership, meaning community voices will be the majority. The Local Community Safety Partnership will work with the community to identify local priorities and use these to develop a Local Community Safety Plan that will be delivered in a collaborative fashion by all stakeholders.

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. It supports the Council by providing an assessment of the financial reporting and management, internal audit processes and risk management policies and practices in the Council. The Audit committee is chaired by an independent Chairperson, who reports to the full Council on an annual basis.



Organisational Structure & Core Services



Eoin Doyle



Paddy Connaughton



Lynda McGavigan



Brendan Jennings



Margaret McNally

<p>Director of Services, Roads and Infrastructure Climate Change Environment Water Services.</p>	<p>Director of Services, Housing, Libraries Cultural Services, Human Resources, Corporate Services.</p>	<p>Director of Services, Planning, Community, and Economic Development.</p>	<p>Head of Finance, ICT, and Emergency Services.</p>
<p>Road Design Construction Road Maintenance Traffic Management Road Safety Street Cleaning Public Lighting Development of Greenways Service Level Agreement with Irish Water Implementation of Rural Water Programme Operation and Maintenance of Public Conveniences Maintenance of public areas Waste Management Litter Management Dog Warden Service Graveyards Veterinary Services Water Quality Protection and Management Climate Change Energy Management</p>	<p>Corporate Affairs Customer Service Communications Democratic mandate Public Sector Duty Register of Electors Human Resource Training and Development Staff wellbeing Social Housing: Provision, Social Housing Capital Programme Social Housing Acquisitions Programme, Assessment and Allocation Improvement of Housing Stock Tenancy and Estate Management Rent Management and Monitoring Housing Loans and Grants Homeless Services Traveller Accommodation Resettlement Programmes Library Services Arts & Creative Ireland Programme Theatres Museum</p>	<p>Development Management Planning Applications Enforcement Derelict Sites Forward Planning Development Plans Taking in Charge Building Control Local Enterprise Office Economic Development Heritage Cuilcagh Lakelands Geopark Rural Development Community, Sport and Recreational Development, Operation, Maintenance and Improvement of Outdoor Leisure Areas, Social Inclusion Integration Age Friendly Peace Plus Tourism Development and Promotion</p>	<p>Financial Management Procurement Internal Audit Operation of Commercial Rates Motor Taxation Operation of Fire Service Civil Defence Information Technology</p>

Our Stakeholders

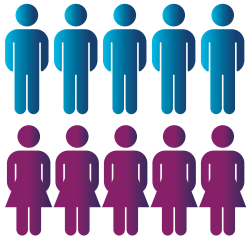
Cavan County Council elected members and staff work in collaboration with communities, other agencies, government departments, voluntary associations and the social partners. We have a wide range of stakeholders and partnership is a key feature of the environment in which we operate.

The main stakeholders include:

- Government Departments
- Environmental Protection Agency (EPA)
- Transport Infrastructure Ireland (TII)
- National Transport Authority (NTA) Regional Assembly
- Local Government Management Agency (LGMA)
- Health Services Executive (HSE)
- Voluntary Housing Associations
- Development associations, tidy town committees, etc.
- Other Local Authorities
- Cavan County Local Development Company
- Cavan Age Friendly Alliance Board
- Cavan Monaghan CYPSC
- Irish Human Rights and Equality Commission
- Educational Sectors
- IDA Ireland
- Enterprise Ireland
- Public utilities - ESB, Eircom
- An Bord Pleanála
- Trade Unions
- Local Community Safety Partnerships
- Uisce Éireann
- Road Safety Authority
- Irish Local Government Association
- Arts Council
- National Federation of Group Water Schemes
- Chambers of Commerce
- Public Participation Network
- Older Peoples Council
- Cavan Monaghan Education & Training Board
- An Garda Síochána

About Cavan - Our County at a glance

A more detailed socio-economic profile is available in Appendix 3



Population
81,704
 up 17%
 (76,176 in 2016)



Over 65's
11,868
 (10,464 in 2016)
 This was a 17%
 increase in those
 aged 65 and over
 living alone



Disability
 16,300 people
 (20% of the county's
 population)
 2016, there were
 9,508 people
 with disability.



Travellers
 469 Travellers
 in Cavan in
 Census 2022,
 compared with
 477 in 2016
 (-2%).



Citizenship

In Cavan non-Irish citizens account for 12% of the county's population. 2,341 people living in Cavan in April 2022 had moved to the county in the year before the census.



Housing Stock & Tenure

Housing stock in the county grew by 3% from 33,585 to 34,427. In April 2022, 19,919 of homes were owner-occupied in Cavan, compared with 19,164 in April 2016. Homes rented from private landlords showed a 11% increase from 4,171 to 4,614 In Cavan, the number of homes rented in the 65 and over age group was 321 (which was a 104% increase).

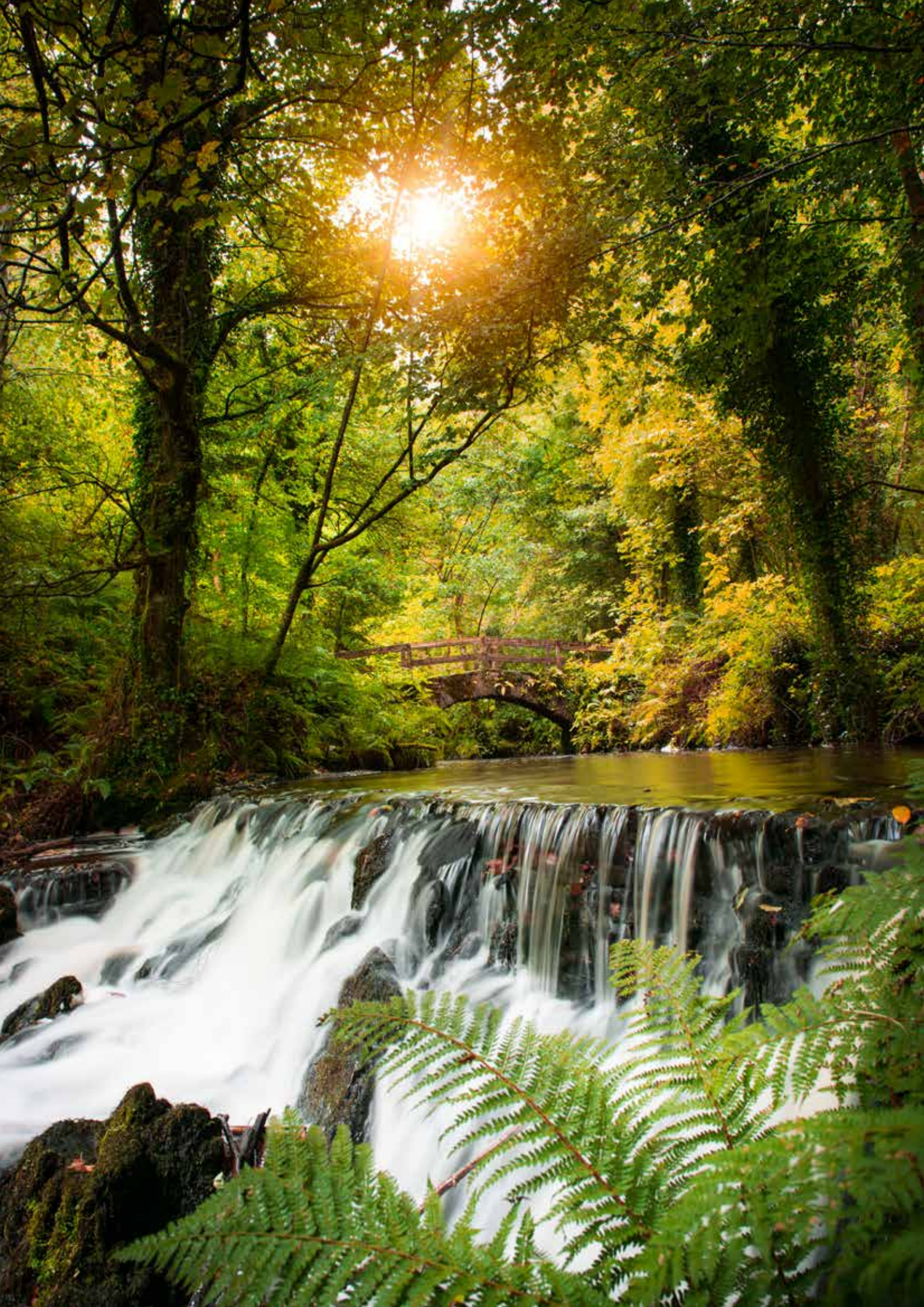


Employment

35,350 people at increase of 4,841 (+16%) between 2016 and 2022.

Employment Sectors

	2016	2022
Agriculture, Forestry & Fishing	2854	3455
Building & Construction	2897	2132
Manufacturing	5808	5081
Commerce & Trade	7229	5993
Transport & Communications	1853	1461
Public Administration	1873	1450
Professional Services	8045	8419



Operating Environment

1. External operating environment

In considering the Council's current external environment, the following factors exist and may present challenges and opportunities over the lifetime of this Corporate Plan:

Political

Cavan County Council is responsible for implementing government policy in a wide range of areas, such as housing, planning, climate action and waste management, active travel etc. Many of the targets and service delivery requirements are set nationally and are subject to policy changes, as introduced centrally. Over the lifetime of this Corporate Plan we need to be particularly mindful of political challenges including potential changes brought about by a change of government and in particular funding decisions made by central government.

Economic

Economic factors that Cavan County Council must consider in its operating environment include the performance of the local and national economy, which affects income sources, the increasing demand for services, rising project delivery costs, and challenges in attracting and retaining skilled staff. Economic uncertainty, including external factors such as the war in Ukraine, could impact financial stability and budgetary decisions. Additionally, the retail sector plays a significant role in the local economy, requiring ongoing strategies to support its growth, safeguard jobs, and expand employment opportunities.

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. We are also conscious of improving economic circumstances, housing needs, planning challenges, consumer demands and public expectations. These will all have substantial implications for resource allocation, the services we provide and how we provide them.

Technological

Embracing technological advances presents many opportunities to maximise the use of IT in the efficient delivery of our services. The rapid advancements in technology also contribute to rising customer expectations. Our focus is on increasing the use of technology in the delivery of services, in keeping with the objectives of the delivering 'Better Public Services'. Becoming more innovative with how we engage with our service users will help improve efficiency and improve customers experience.

We strive to identify and apply initiatives that can streamline our service provision, customer services and decision-making processes while complying with best practice in cyber security, privacy and GDPR. The local government digital and ICT strategy, 'Digital Local Government: Working for Everyone' outlines a vision and approach to digital services, digital communities, digital workforce and digital systems. The strategy sets out a roadmap for taking full advantage of the enormous potential that digital technology offers, including automation and AI, while ensuring our employees have the digital skills and tools to improve the efficiency and effectiveness of our service delivery.

Environment and climate

A growing emphasis on environmental protection and enforcement, sustainability and environmental stewardship are central to our service delivery. The increasing frequency of extreme weather events further influences our planning, resource allocation, and preparedness to meet these challenges effectively. The successful implementation of our Climate Action Plan will support these priorities and ensure the promotion of good practices in Cavan County Council's activities. We will build climate change resilience, action and sustainability into service delivery and infrastructure, while protecting and promoting our natural and built environment for the well-being of present and future generations.

Legal

Our day-to-day operations are strongly influenced by requirements at national and EU level. The Council operates in a complex legislative, political and local context, as both service providers and regulating bodies, with significant legal and government policy obligations. Increased compliance requirements in terms of Data Protection/GDPR, Health and Safety and Procurement all influence our service delivery. Furthermore, adherence to directives, particularly in areas such as environmental protection and data

privacy, imposes additional legal obligations that shape policy development and service implementation at a local level. These legal factors necessitate that local authorities maintain robust governance structures and continuously adapt to legislative changes to effectively serve their communities. The implementation of the Public Sector Equality and Human Rights Duty mandates the council to actively promote equality and protect human rights in our policies and operations.

2. Internal operating environment

The following factors will influence the organisation's capacity and resources:

Our People - ensuring a fit for purpose organisation

The objectives of our Corporate Plan can only be achieved through the commitment, support and constructive working relationship 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 600 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.

Key factors in having the necessary capacity and resources will be the implementation of an effective Workforce Plan and the ongoing monitoring of performance against goals and objectives. We remain committed to the training, development, well-being and health and safety of our staff and will fully implement the PMDS process to ensure improved performance, greater job satisfaction and more focused training to improve capacity.

The development and implementation of a robust workforce plan and effective organisation structure will be implemented, enabled by technological advances. This will ensure that the Council can:

- 1) continue to adapt to the diverse range of challenges that the sector faces,
- 2) enhance the provision of services to the public and stakeholders, and
- 3) become an employer of choice in a competitive recruitment environment.

Financial resources

The delivery of this plan is heavily reliant on a stable finance structure. We will continue to optimise available income sources and strive to maintain a strong financial position over the lifetime of this plan. Notwithstanding the ability of the Council to raise local funding through the Local Property Tax, Rates, and Development Contributions, the dependence of the local government system on funding from central government leaves it exposed to variations in the economic climate and central funding allocations. Through successful bids for grant applications, we have secured financial opportunities which will benefit our County greatly. The Council must provide match funding to leverage the maximum amount of funding from national schemes which will ensure that the long-term investment in the county will deliver on those objectives. This requires prudent financial management and long-term planning. The Executive and Corporate Policy Group will work together to maximise the resources available both from locally determined income, central government funding and other funding sources. Where sufficient financial resources are not available, objectives will be prioritised with the intention of achieving all key objectives within the life of the Plan.

Digitisation

We recognise the essential role technology plays in the modern world and rising customer expectations in this regard. Cavan County Council will continue to modernise its ICT services, aiming to deliver an inclusive, people and community-focused digital program providing secure and accessible online services. This initiative is supported by a commitment to upskilling Cavan County Council staff and equipping them with the necessary digital systems to deliver better services. Our service delivery is underpinned by a strong commitment to ensuring the safety and privacy of our service users. Cavan County Council objectives are aligned to the overarching strategy for the sector, 'Digital Local Government: Working for Everyone Ireland's Local Government Digital and ICT

Strategy 2030' Cavan County Council's dedication to sustainability is also reflected in our digital initiatives. Using technology, we aim to reduce our carbon footprint through the adoption of digital solutions that minimise paper usage and travel requirements. Cavan County Council is not only keeping pace with technological advancements but is also leading the way in creating a more connected, efficient, and inclusive digital service for all in County Cavan.

Organisational Development

In a continuous changing environment influenced by both external and internal factors, the demand for response to change is great. We are committed to examining our internal systems, structures and work practises to ensure that we are best placed to respond to service demands. Developing and implementing an organisational development program will help us to improve overall efficiency, service delivery, and employee satisfaction. It will also help ensure our organisation is aligned with our strategic goals and fosters a culture of continuous improvement. Additionally, an organisational development programme will support leadership growth and enhance communication across departments enabling the local authority to deliver high-quality, responsive services to the public.

Corporate Governance and accountability

Governance and accountability are key to how we deliver our services with transparency around our decision making, procurement and value for money. We do this by adopting the comprehensive governance principles for the sector. We are guided by these good practice guidelines when we are developing policy and awareness-raising resources.

Good practice guidelines are evidenced in, for example:

- our Codes of Conduct for elected members and staff,
- the anti-fraud and corruption policy and protected disclosures policy,
- the operation of the Transparency Code under the Lobbying Act 2015,
- the compliance with the statutory Ethics Framework,
- implementation of processes and procedures for Declaration of Interests and
- the publication of the expenses and allowances of the elected members.

Managing Risk

A crucial aspect that supports governance is the implementation of the Council's Risk management Framework. This framework aids in determining priorities, setting objectives, addressing uncertainties in decision making, clarifying responsibilities, and demonstrating alignment with the public interest and public good. It also serves as a source of assurance by ensuring improvement in operational resilience, early detection systems for potential issues or challenges incorporating lessons learned from past experiences and surpassing ambitious performance targets.

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. 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. We will continue to support and implement a range of shared service arrangements and service level agreements. Nationally, shared services we are engaged in include,

- MyPay
- Housing Assistance Payment
- Creative Ireland Programme
- Age Friendly and Healthy Age Friendly Homes
- Building Control Management Service (BCMS)
- Roads Management Office
- Waste Enforcement Regional Lead Authorities (WERLA)
- National Waste Collection Permit Office (NWCPO)
- Climate Action Regional Office (CARO)

Corporate facilities

We are committed to redeveloping our Corporate Headquarters, to make Cavan County Council more accessible to our citizens and to provide a strong corporate identity, which signifies our loyalty and pride, while contributing to the enhancement of our location in Cavan Town. This project will also support a better working conditions, increasing cross-departmental collaboration and creating an environment which will support a positive organisational culture.

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 over the next five years. 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.





OUR VISION

Cavan is recognised as an ambitious, entrepreneurial and inclusive county.



OUR MISSION

Our mission is to collaborate with our stakeholders in providing the necessary services and supports for our people, thereby fostering sustainable growth and enhancing the quality of life in our communities. We aim to make Cavan a vibrant and welcoming place to live, work and visit.



Our Core Values

Our core values are the fundamental beliefs, traits, and behaviours that will guide Cavan County Council in its daily work, in the pursuit of our strategic vision and mission. These values are essential in shaping the culture and effectiveness of our organisation and in ensuring we serve our citizens and communities with integrity and excellence.

- 1. Collaboration and Teamwork:** Cavan County Council will work together, in collaboration with service users, communities and stakeholders, through meaningful engagement to achieve better service delivery and better outcomes for all.
- 2. Human-centric and Customer Focused:** Cavan County Council will place the needs of our citizens, customers and staff at the heart all decisions and services, to enhance customer experience, improve the delivery of services and improve quality of life in County Cavan.
- 3. Accountable and Transparent:** Cavan County Council will work with the Elected Members and staff to ensure that the organisation operates with good governance and will be open and transparent in all aspects of our work and the delivery of services to the public.
- 4. Equality and Inclusion:** Cavan County Council is committed to fostering an environment where everyone has equal access to opportunities, accessible services, and decision-making, ensuring that diversity is embraced and inclusion is at the heart of everything we do.
- 5. Innovative and Creative:** Cavan County Council will strive to find new and creative solutions to challenges, embracing innovation to improve services, drive positive change, and enhance the lives of all residents.
- 6. Leadership and ambition:** Cavan County Council will lead with integrity and vision, inspiring positive change and fostering an environment where ambitious goals are set and achieved for the benefit of the county.

Cross-cutting Themes

During the consultation process in the development of this corporate plan, several themes emerged that are cross-cutting in nature. That is, they involve all departments of the Council and are not just the responsibility of one department or section. These core elements will be embedded into how we deliver services and become an natural considerations in our daily operations. The 10 themes we identified are as follows:

1. Sustainable Development

The 2030 Agenda for Sustainable Development, along with the 17 Sustainable Development Goals (SDGs) and their 169 targets, is a plan of action for people, planet and prosperity, with a central commitment to ‘leave no-one behind’. While the SDGs are global, their achievement depends on the ability to make them a reality locally. Agenda 2030 emphasises the need for an inclusive and localised approach to achieve the SDGs. Ireland’s National Implementation Plan for the SDGs identifies the crucial role that Local Authorities play in translating the SDGs into practical action at local level that can help to deliver the SDG objectives. Cavan County Council recognises the strategic importance of the 2030 Agenda for Sustainable Development and the integrated multiagency approach required to achieve this. In recognition of our commitment to sustainable development we have linked each of our strategic objectives to the Sustainable Development Goals. We will continue to integrate the SDGs into our work and in our supporting plans, policies and strategies, to support sustainable development.



2. Corporate Governance & accountability

Good governance in the public sector is about delivering priorities, achieving objectives, behaving with integrity, and acting in the public interest and in ways that are consistent with legal, regulatory and government policy obligations. Cavan County Council will adhere to the 'Local Government Code of Governance' in all operations. The seven governance principles within this Code, underpin the governance structures, governance arrangements and governance culture of local authorities. They encapsulate a shared understanding of integrity, transparency, and accountability, providing a touchstone against which actions, behaviours, decisions, conduct, strategies, plans and work programmes can be evaluated.

We will:

1. focus on the purpose of the authority, on outcomes that deliver sustainable economic, community and wider societal benefits and on implementing a vision form the local authority.
2. promote and demonstrate public service values through upholding high standards of conduct and behaviour
3. members and officials will work together to achieve a common purpose within a framework of clearly defined functions and roles
4. develop the organisational capacity and the leadership capability and competencies of members and officials to operate effectively and fulfil the purpose of the organisation
5. make well informed and transparent decisions and managing risks and performance
6. engage openly and comprehensively with local people, citizens and other stakeholders to ensure robust public accountability
7. actively contribute to the furtherance and achievement of the Sustainable Development Goals by delivering on the priorities and actions within the Climate Action Plan and the provisions of the Climate Act

The Code recognises the independence of, and statutory-based governance structures already in place in local authorities and will include the following main requirements: - An annual review of the effectiveness of internal controls, - The completion of a Governance Compliance Checklist, and - The publication of an annual Statement of Internal Control.

3. Climate Action

Climate action is a cross-cutting theme of all of the Council's activities. Through the implementation of Cavan County Council's Climate Action Plan 2024 -2029 we will demonstrate organisation-wide commitment to expediting County Cavan's transition to a low-carbon future by employing inventive approaches to local-level research, planning, community engagement, and project implementation in the realm of energy and climate change. Our aim is to mitigate the consequences of climate change and enhance the quality of life for residents of County Cavan. Our Climate Action Plan 2024-2029, sets out how working in collaboration with communities and businesses, the local authority can help tackle climate change and promote a range of mitigation, adaptation and other climate action measures, to help deliver on the national climate obligations and the Government's overall National Climate Objective, which seeks to pursue and achieve, by no later than the end of 2050, the transition to a climate resilient, biodiversity rich, environmentally sustainable and climate neutral economy.

4. Quality Service Delivery & Digital transformation

Cavan County Council is committed to delivering locally, the 'Digital Local Government: Working for Everyone', the new digital and ICT strategy for local government in Ireland. It is our ambition to build on what we have achieved and to use technology to support the work of the Council. Our goal is to deliver modern local government services through digital technology. We aim to increase online services for the public and businesses, support sustainable digital communities, use data to improve decision-making, provide consistent digital services designed with the public, enhance work processes with digital tools, collaborate to share ideas and solutions, ensure inclusivity for those not interacting digitally, and foster a culture of digital innovation that empowers staff to improve service delivery. Our focus will be on continually improving the quality of customer service, making services more accessible by using the advances in technology, listening more to service users' feedback, and ensuring value for money.

5. Age Friendly

Cavan County Council is committed to delivering the Cavan Age Friendly Programme, leading a multi-agency approach to age-related planning and service provision. We are committed to continuing our work, in collaboration with the Cavan Age Friendly Alliance, Cavan Older People's Council and Age Friendly Ireland, in making Cavan more inclusive of older people by addressing their expressed views. The council's commitment to being age-friendly and implementing age-friendly approaches across all functions is a key driver in realising its vision to make the county a great place to live and grow old. This commitment ensures that the needs of people at all stages of life, particularly older adults, are fully integrated into the council's services, policies, and planning. By considering the diverse needs of an aging population, the council will create accessible, inclusive, and supportive environments that promote well-being and independence for older residents. This value shapes the responsibility of the organisation to deliver services that are tailored to the unique challenges and opportunities of aging, fostering a culture where the dignity, health, and safety of older individuals are prioritised.

6. Public Sector Equality and Human Rights Duty

As a public body, Cavan County Council is committed to meeting our obligations under the Irish Human Rights and Equality Commission Act 2014, under which we are required to have regard to the need to eliminate discrimination, promote equality of opportunity and protect human rights. Cavan County Council will establish an Equality Action Team who will coordinate the implementation of the Public Sector Duty. This team will comprise of staff members from a cross section of the Council's functional areas. Following this, Cavan County Council will assess the relevant human rights and equality issues to be considered in carrying out the Council's functions and services. We will prepare an action plans to address the actions are required; and report on developments and achievements annually.

7. Health, Safety & Welfare

Cavan County Council is committed to maintaining the safety, health and welfare of all employees through the provision and maintenance of a safe place of work including safe means of access to and egress from work, safe plant, equipment, machinery and safe systems of work. The organisation strives to create a suitable environment to promote the well-being of employees, contractors and visitors.

We will continue to implement proactive health and safety measures, including regular safety inspections, safety inductions, staff training and activity based risk assessments. We are committed to:

- Minimising workplace accidents, incidents and near misses
- Eliminating risk where practicable and to reduce residual risks to as low as reasonably practicable
- Maintaining compliance with all relevant health and safety legislation and guidance
- Increase awareness of all interested parties regarding our health and safety requirements and performance

We will create a safe and healthy work environment which fosters a culture of positive wellbeing, ensuring that we as an organisation:

- Improve the general wellbeing of our diverse workforce and ensure that wellbeing is seen as everyone's responsibility
- Embed wellbeing as a central part of our strategic priorities for management across all functions and ensure awareness of statutory obligations
- Be identified as an employer of choice

8. Citizen engagement

Work in partnership to build consensus and achieving better outcomes through strong productive engagement with internal and external stakeholders. Engaging with the people who live in this county and those who use Council services will remain a major consideration in the design and delivery of our services. This helps us to ensure that our services meet the needs of the county and its citizens. We will continue to develop new ways to engage with our citizens in order to build civic capacity and support community leadership. Enhance the conditions for increased engagement within our communities, increased use of public buildings and public spaces, while developing community innovation platforms to inspire ideas to develop well-functioning communities, with increased levels of social and civic engagement.

9. Irish Language

Cavan County Council is committed to developing and promoting the use of the Irish language as required under the Official Languages Act, 2003 throughout Cavan County Council and ensuring compliance with the requirements of the Official Languages Act, 2003. This will be achieved through collaboration with voluntary organisations and public bodies in relation to the Irish language including; An Coimisinéir Teanga and the Department of Arts, Heritage & the Gaeltacht. This value guides the work of the council by encouraging the use of Irish in official communications, public signage, and community outreach, while also promoting educational and cultural initiatives. It shapes the responsibility of the organisation to deliver services in a way that reflects and respects the county's linguistic heritage, creating an environment where the Irish language is valued, celebrated, and actively promoted across all areas of public life.

10. Promotion of the County and the Council

The council's commitment to promoting the County and its own work is a vital part of creating a thriving, dynamic region that attracts residents, businesses, and visitors alike. By actively showcasing the County as a great place to live, work, invest, and do business, the council will highlight its strengths. The council will also position the County as an attractive tourist destination by promoting its rich cultural heritage, natural beauty, and unique offerings. At the same time, the council will work to build confidence in its own operations by effectively communicating the positive impact of its services, from community development to the delivery of essential public services. This commitment will foster a culture of pride, transparency, and accountability, ensuring that both internal and external audiences recognise the council's significant role in shaping the County's growth and success.



Strategic Objectives 2024-2029

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 2024-2029 we will focus on six key strategic objectives as set out below. To deliver on these, we will implement a range of supporting strategies that will be delivered by the functional areas of the Council. The supporting strategies will be further elaborated on in the Annual Service Delivery Plans.

Strategic Objective 1 Placemaking - Making Cavan a great place to live, work, invest and visit

Strategic Objective 2 People - Strengthening our Communities

Strategic Objective 3 Economy - Promoting Economic, Enterprise and Tourism Development

Strategic Objective 4 Climate Action - Succeed in mission to implement Climate Action Plan

Strategic Objective 5 Collaboration - Local, Regional and All Island collaboration

Strategic Objective 6 Our Council - Provide an efficient and effective Local Authority

**Strategic Objective 1:
Placemaking - Making Cavan a great place to live, work, invest and visit**

We will foster sustainable urban and rural development in County Cavan through the revitalisation of town and villages, enhancement of community infrastructure, and promotion of social, economic, and environmental well-being, thereby creating vibrant, inclusive, and resilient communities that offer a high quality of life and economic opportunities for all residents.

1.1 Working in collaboration with residents and stakeholders we will deliver regeneration projects that support the renovation of vacant and derelict properties, and enhance public spaces, transforming towns and villages into vibrant hubs of activity, creating aesthetically appealing, lively, accessible, and sustainable places that attract residents, business, investment and visitors.

1.2 Ensure the delivery of high-quality social and affordable housing that meets the needs of all individuals and communities, by increasing housing supply, addressing homelessness, supporting social inclusion, and providing accessible housing solutions for diverse groups, including older people, people with disabilities, travellers, and other vulnerable persons in our communities.

1.3 Implement the Cavan County Development Plan delivering sustainable, balanced, and inclusive development in County Cavan, ensuring the provision of high-quality housing, infrastructure, economic growth, environmental protection, and social well-being, while enhancing the quality of life for all residents and fostering resilient, vibrant communities.

1.4 Maintain and enhance existing infrastructure and proactively plan for the future development of County Cavan by planning, developing and investing in infrastructure to deliver further development of County Cavan as a place of choice to live, work, invest and visit.

1.5 Create safe, sustainable, and vibrant communities by enhancing the attractiveness and cleanliness of public spaces, ensuring effective litter and waste management, protecting water quality, and ensuring well-being through collaborative efforts with local stakeholders and adherence to national policies.

Lead Section / Functional Area	Supporting Strategies
Community, Enterprise & Tourism	Support a holistic, place-based approach to rural development, which encourages and supports rural communities to develop cohesive and integrated plans to meet the long-term needs of towns and villages.
Environmental Services	Ensure a high -quality environment and take early action to protect it.
Fire Services	Provide appropriate fire service infrastructure across the county, enabling rapid response to fire and other non-fire emergencies 24 hours a day, 365 days a year.
Housing Section	Promote homeownership through active schemes such as the Local Authority Home Loan and Tenant Purchase Scheme.
	Deliver social housing to meet needs identified including, provision of mixed tenure social housing estates and ensure new developments cater for older people, people with a disability and include residential community accommodation.

	<p>Delivery of the “New Building” Social Housing Capital Programme to include increasing the provision of social housing units to meet the assessed social housing needs and delivery of affordable housing through direct build local authority construction projects and working in collaboration with the Approved Housing bodies and the private sector.</p>
	<p>Management of the “Croí Cónaithe” Vacant Property Refurbishment Grant to support property owners in returning vacant houses/ buildings, into permanent private residences or rental property, supporting sustainable development and reducing dereliction in the county.</p>
	<p>Manage and maintain the Council’s housing stock, maximising stock utilisation and deliver improvements in accommodation standards through reactive and planned maintenance of existing and social housing stock.</p>
	<p>Support the provision of high quality rental properties in County Cavan by carrying out inspections of private rental accommodation in accordance with Minimum standards in rented accommodation guidelines.</p>
	<p>Deliver sufficient and appropriate housing for disabled persons as identified on the housing list by continuing to provide adaptations to existing council houses for disabled persons and ensuring provision of new build social housing for disabled persons.</p>
	<p>Implementation of work under the Traveller-specific accommodation fund.</p>
IT Section	<p>Support our broadband connection points to provide quality broadband services to local communities.</p>

	<p>Maximise digital optimisation and transformation for citizens and businesses.</p>
<p>Planning and Housing</p>	<p>We will support the creation of the conditions for the delivery of private housing development by our work in the areas of planning, infrastructure development and regeneration activities including close engagement with relevant stakeholders, utilities and state agencies.</p>
<p>Planning Section</p>	<p>Urban Regeneration and Development Fund (URDF) is to drive sustainable urban growth by revitalising underutilised areas, enhancing infrastructure, and fostering vibrant, climate-resilient communities under Project Ireland 2040.</p>
	<p>Ensuring all plans and projects are environmentally sound utilising environmental reports.</p>
	<p>Develop the Abbeylands Regeneration capital project in Cavan town.</p>
	<p>Implement provisions of the Building Control Act and Regulations and improve the quality of life for residents by continuing the policy on Taking in Charge of Housing Estates.</p>
	<p>Support and assist owners of derelict properties, to actively reduce dereliction and where necessary add properties to the derelict sites register enabling future acquisition by the local authority.</p>
	<p>Ensure delivery of planning policies and objectives through delivery of an efficient and effective planning services including provision of pre-application consultations, processing planning applications and providing effective planning enforcement.</p>

	<p>Deliver the development objectives of the County Development Plan. Ensure the County Development Plan and Local Area Plans support balanced sustainable growth and protect quality of life.</p>
	<p>Ensure the unique and diverse heritage of County Cavan is conserved, sustained, cherished and celebrated by the people of the County through the implementation of evidence based, inclusive and climate conscious actions.</p>
	<p>Address long term vacant and derelict properties in our rural towns and villages through the URDF Funding Call 3 programme and the Residential Zoned Land Tax programme (RZLT).</p>
	<p>Develop and implement a County Cavan Biodiversity Action Plan in the context of national and international biodiversity commitments as well as regional and local policies, priorities and local consultation, to provide a structured approach to ensure the protection and appreciation of biodiversity at the county level.</p>
<p>Roads Section</p>	<p>Progress planning and design on National Road Pavement/Improvement/Realignment Schemes and delivery of public realm projects, to support the economic development of the county, while ensuring sustainability and improving quality of life through provision of infrastructure for recreational purposes.</p>
	<p>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.</p>
	<p>Deliver maintenance and enhancement of regional and local roads to ensure safety and efficiency, including implementing safety schemes in line with Department of Transport guidelines.</p>

	<p>Complete the upgrade and improvement to public lighting including the energy retrofitting programme to enhance safety and energy efficiency.</p>
	<p>Improve walking and cycling infrastructure, including the development of greenways, improve bus transport infrastructure, and support EV usage, working in partnership with national agencies, aligning with broader goals to promote sustainable travel and reduce carbon emissions.</p>
	<p>Improve the structural condition of tertiary and non-public roads in rural communities.</p>
<p>Town Regeneration Officer</p>	<p>Implement the Town Centre First policy working towards creating town centres that function as viable, vibrant and attractive locations for people to live, work and visit, while also functioning as the service, social, cultural and recreational hub for the local community.</p>
	<p>Develop a coherent and compelling Cavan brand and messaging proposition and materials that will advance our reputation as a great place to live, work and do business.</p>
<p>Water Services</p>	<p>Work in conjunction with Uisce Éireann to ensure the continued supply of secure and safe drinking water and efficient wastewater infrastructure.</p>
	<p>Work with Group Water Schemes Sector to ensure the continued supply of secure and safe drinking water.</p>
	<p>Engage proactively with Uisce Éireann to ensure the continuing and where necessary increased provision of water & wastewater infrastructure to support both existing & future infrastructure development in the county.</p>

Strategic Objective 2: People - Strengthening our Communities

We will foster an inclusive, sustainable, and vibrant community environment across Cavan, through collaborative partnerships, targeted support for marginalised groups, and a focus on enhancing the social, cultural, and physical infrastructure. This will be achieved by promoting social integration, enhancing well-being, increasing community participation, and advancing sustainable development while ensuring the needs of vulnerable populations, including older persons, people with disabilities, new communities, and marginalised groups, are met.

- 2.1 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.
- 2.2 Continue to foster collaborative leadership and coordinate the efforts of all agencies to support and promote social inclusion, integration and equality in existing and new communities in Cavan.
- 2.3 Foster a sense of ownership, pride, and resilience within communities through active participation in decision-making processes and capacity building, ensuring that all individuals, especially the most vulnerable have the opportunity, to shape the development of their communities.
- 2.4 Create and sustain vibrant, accessible and inclusive social and cultural infrastructure that enrich the lives of all residents by continuing to enhance and develop our libraries, arts venues, museum, heritage and cultural assets across County Cavan.
- 2.5 Promote socially inclusive participation in community, arts, cultural and creative initiatives and programs that celebrate and promote the diverse cultural heritage of County Cavan, while nurturing a thriving cultural environment that celebrates creativity and the cultural heritage of our County.

2.6 Enhance the overall health, well-being, and quality of life of residents by promoting physical, mental, and social well-being through access to targeted supports and programmes, enhanced digital capability, recreational opportunities and providing new and enhanced accessible community play and sports facilities, and public spaces.

2.7 Foster a culture of safety through effective community engagement, proactive safety initiatives in partnership with the Local Authority, emergency services, and residents, ensuring that residents feel protected and empowered.

Lead Section / Functional Area	Supporting Strategies
<p>Arts & Cultural Services</p>	<p>Continue to support an environment where the arts can flourish to the benefit of artists, creative practitioners, local communities and visitors to the county.</p>
	<p>Explore new opportunities for creative initiatives and collaborations which will promote the unique culture and heritage of Cavan.</p>
	<p>Continue investment in the provision of cultural services, enabling access and participation to the arts, culture and heritage across all sectors of the community.</p>
	<p>Continue to drive the local delivery of the Creative Ireland programme through the work of the Culture and Creativity Team.</p>
	<p>Promote individual and community wellbeing through participation in cultural and creative activity.</p>

<p>Civil Defence</p>	<p>Continue to provide appropriate response to primary emergency services in the event of an emergency situation occurring, while rendering assistance at community events on an ongoing basis. Retain and attract well trained volunteers.</p>
<p>Community Enterprise and Tourism</p>	<p>Support and facilitate the Local Community Development Committee in partnership with statutory and non-statutory agencies to coordinate, deliver and implement community development through implementation of the community elements of the Local Economic and Community Plan.</p> <p>Continue to provide support for the Public Participation Network, ensuring 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.</p> <p>Provide support to community organisations to develop plans and funding applications, promoting participation in community development, delivering rural funding programmes and fostering pride in our communities.</p> <p>Continue to implement the Cavan Age Friendly Strategy and support the full and active participation of older people in the social life of the county.</p> <p>Promote the engagement and active participation of all people, especially the marginalised in the social life of the community.</p> <p>Enhance community participation and active citizenship through capacity building and training in conjunction with the PPN.</p>

	<p>Maintain and improve the quality of life for all the County’s inhabitants through tackling social exclusion through collaboration and inter-agency work and engaging with communities and stakeholders.</p>
	<p>Support the social and cultural integration of new communities into Cavan, through the work of the Local Authority Integration Team (LAIT), Ukrainian Response and Social Inclusion.</p>
	<p>Support efforts to increase physical activity and recreation level within the county including the work of Cavan Sports Partnership, the Local Sports Plan, Cavan Outdoor Recreation Strategy and development of Cavan Regional Sports Campus.</p>
	<p>Working in partnership with all stakeholders (state services, the voluntary and community sectors, local councillors, businesses and community members, including individuals, families and young and older people) through the Cavan County Local Community Safety Partnership, tackle community safety issues helping people feel safe in their communities.</p>
	<p>Build and support peace and prosperity addressing longstanding social and economic challenges through the implementation of Cavan County Council’s PEACEPLUS Local Authority Action Plan.</p>
	<p>Enhance quality of life, health and wellbeing in our County by providing opportunities for citizens and communities to achieve good physical health and positive mental health and wellbeing.</p>
	<p>Provision of high quality open spaces and recreational facilities for all interests, that are clean, safe accessible and socially inclusive. Develop new indoor and outdoor spaces specifically for young people in appropriate locations across County Cavan.</p>

	<p>Collaborate with relevant agencies to support the development of children and young people through accessible youth-specific facilities, childcare, recreation, sports, education and health services.</p>
	<p>Support the work of Comhairle na nóg and maximise numbers participating, giving children and young people the opportunity to be involved in, and have a voice in the development of, local and national services and policies on any issues that affect them in their local area.</p>
<p>Environmental Services</p>	<p>Collaborate with communities, schools, residents, and businesses to enhance the attractiveness and presentation of our towns and villages. Ensure public spaces are well-maintained, clean, and free of litter, while implementing enforcement measures when necessary to effectively address litter pollution.</p>
	<p>Ensure waste generated by households and businesses, including construction and demolition waste is managed safely, sustainably and in accordance with legislation.</p>
	<p>Work with LAWPRO to protect and restore good water quality in our rivers, lakes and ground water through catchment science and local community engagement ensuring delivery of clean water to safeguard public health, support economic development and protect natural ecosystems and water heritage.</p>
<p>Fire Service</p>	<p>Continue to promote fire prevention throughout County Cavan, through education and awareness campaigns, providing advice and information, and carrying out fire safety inspections.</p>

	To enhance community resilience and public safety by ensuring comprehensive major emergency preparedness, effective coordination with response agencies, and the provision of efficient Fire and Civil Defence services.
Heritage	Continue community engagement work of raising awareness and promotion of heritage throughout the County.
Housing Section	Working in partnership and on an inter-agency basis to meet the housing needs of the most vulnerable in our communities and ensure Cavan County Council’s housing policies are inclusive, enable choice, support communities and are suitable for peoples needs.
	Work in collaboration with tenants and residents’ associations within Council estates tackle anti-social behaviour and to promote engagement and responsibility, providing and maintaining vibrant estates which are safe and enjoyable places to live.
	Provide and oversee the delivery of homeless accommodation and related services in the context of the North East Regional Homeless Action Plans to prevent homelessness and provide exit plans.
	Continue provision of private Housing Grants for older people and/ or those with a disability to increase the longevity of private homes and to allow for independent living.
Roads/Municipal Districts	Provide and maintain high quality open spaces, recreational facilities including playgrounds and multi-use games areas that are clean, safe, accessible and socially inclusive.
IT Section	Implement Cavan Digital Strategy to lead to a connected and collaborative digital society.

Library Service	Address specific digital skills gaps through the provision of structured programmes to support the ongoing implementation of digital services to staff and to library users.
	Further development of the public library network as a key community, cultural and creative resource in our towns that contribute to the social and cultural wellbeing of our communities.
	Continue to implement local promotional and marketing initiatives such as the national public libraries Open Day and Library Ireland Week.
	Work with relevant government departments and agencies to support Skills for Life and continue the provision of specific programming, technology and facilities for disadvantaged and marginalised library users.
	Expand services and facilities for teenagers and young adults and encourage their use of and engagement with the library by working in partnership with the education sector and youth organisations.
	Ensure all library buildings will be developed and maintained to meet local community needs Planning Section.
	Promote early and detailed community engagement for forward planning projects and in development of the County Development Plan.
Roads Section	Renew and implement the Cavan Road Safety Action plan to ensure a coordinated, collaborative and consistent approach to improving road safety for all road users centered on education, engineering, enforcement and evaluation.

<p>Town Regeneration Officer</p>	<p>Identify 3 Number Communities across the Municipal Districts that require additional capacity building supports and work with them to develop their own internal governance and operational arrangements to enable their long term operations, development and sustainability.</p>
<p>Water Safety</p>	<p>Promote and support the safety and well-being of all individuals engaging in water activities within the county by fostering a culture of water safety, providing necessary resources, and ensuring effective infrastructure, education, and emergency readiness.</p>
<p>Water Services</p>	<p>Encourage both Uisce Éireann and Group Water Scheme Sector to support community-based initiatives within the county.</p>

**Strategic Objective 3:
Economy - Promoting Economic, Enterprise and Tourism Development**

We will foster sustainable economic growth and job creation in County Cavan by supporting existing business, attracting investment, enhancing infrastructure, promoting innovation, and positioning Cavan as a place of choice for investment, business, entrepreneurship, tourism, and remote working, while optimising the potential of the county and its businesses to innovate, invest, promote, and sustain growth and employment across our County.

3.1 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.

3.2 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.

3.3 Through our Local Enterprise Office (LEO) and suite of economic development supports we will nurture an environment which facilitates new start up's and enables existing enterprises the opportunity to grow and develop.

3.4 We will attract investment, enhance infrastructure, and collaborate with stakeholders, industry leaders, and educational institutions to foster skill development, retain talent, and support rural economic opportunities, creating a strong foundation for business growth and developing a skilled workforce that meets the needs of local businesses and communities.

3.5 Work with key stakeholders in the business and tourism sectors to promote and market the economic potential of County Cavan in a coordinated and targeted manner, focusing on delivering sustainable economic growth.

3.6 Work in collaboration with stakeholders, continue to develop County Cavan as a high-quality, sustainable tourism destination by leveraging our unique natural, cultural, and heritage assets, and enhancing attractions and infrastructure to create a distinct and memorable visitor experience. Collaborate with key stakeholders to establish County Cavan as a premier tourism destination by enhancing and consolidating attractions and amenities, connecting them through effective marketing, and promoting Cavan both nationally and internationally to attract visitors and support the local economy.

Lead Section / Functional Area	Supporting Strategies
Community Enterprise and Tourism	Further develop of our forest parks and angling product.
	Development of new and improvement of existing outdoor recreational infrastructure.
	Support the sustainable development of tourism and position Cavan as a premier tourist destination, promoting and marketing our County’s tourism product for domestic and overseas visitors, driving the growth of tourism in County Cavan.
	Create an environment for collaborative marketing and capacity building in the tourism sector, putting in place appropriate structures and resources to enable effective leadership, guidance and marketing of Cavan’s tourism sector.
	Support and develop both new and existing attractions and infrastructure that compliments the existing strengths of the county.

	<p>Support the development of the county through implementation of the LEADER development programme.</p>
	<p>Develop Cavan County as a major centre for the green economy, harnessing the opportunity provided through our portfolio of natural assets. Cuilcagh Lakelands Geopark.</p>
	<p>Continue to leverage its unique geological, archaeological, historical, and cultural heritage to promote sustainable development while benefiting the local economy and community, through conservation, education, community engagement, and sustainable tourism. Environmental Services.</p>
	<p>Promote and support the growth of the renewable energy and circular economy activity.</p>
<p>IT</p>	<p>Support the roll out of the National Broadband Plan to deliver broadband services to communities.</p>
	<p>Enhance the economic and enterprise base through digital adoption and innovation.</p>
<p>Local Enterprise Office</p>	<p>We will promote entrepreneurship, foster new business start-ups and job creation and develop the existing micro and small business sector to grow and expand through the provision of a suite of accessible high quality supports for businesses across County Cavan.</p>
	<p>LEO Cavan as the first stop locally for businesses will support the growth and resilience of small business in Co. Cavan by (1) promoting decarbonisation, (2) Enhancing competitiveness through digitalisation and innovation. (3) Driving and assisting new business start ups and Entrepreneurship (4) Supporting the locally traded sector to thrive e.g. retail, hospitality etc.</p>

	<p>Support the development of a new County Based Craft Network.</p>
	<p>To promote Cavan as a leading county in Ireland known for its successful local food and drink ecosystem and continue to support innovation and entrepreneurship among food companies in County Cavan.</p>
	<p>To promote and develop Cavan Digital Hub.</p>
	<p>Work with the IDA, Enterprise Ireland, other agencies, industry leaders and the business community to ensure that all opportunities for job creation in the county are fully exploited.</p>
<p>Museum</p>	<p>Continue to develop, promote and market Cavan County Museum as a state-of-the-art visitor experience in County Cavan and focus on audience development with an emphasis on cultural diversity and inclusion, for local people, schools and tourists.</p>
<p>Planning Section</p>	<p>Preparation of a masterplan in Cavan town which will support the growth of Cavan Town as a stronger town and demonstrate the future possibilities in town centres.</p>
	<p>Enhancing job creation within lands identified as economic in the Cavan County Development Plan 2022-2028.</p>
<p>Town Regeneration Officer</p>	<p>Develop an overarching Strategic Economic and Enterprise Development Plan and implementation framework to support economic and enterprise development and growth across County Cavan.</p>
	<p>Ensure the necessary internal and external engagement structures and resources are in place to ensure the sustained and progressive implementation of our Strategic Enterprise Development Plan and Cavan Place Brand.</p>

Strategic Objective 4:

Climate Action - Succeed in mission to implement Climate Action Plan

Cavan County Council is committed to demonstrating ambition in climate action through comprehensive policies and decisions. By fully implementing the Cavan County Climate Action Plan, we will achieve ambitious targets for reducing greenhouse gas emissions and promoting renewable energy sources. Our dedication extends to protecting and enhancing local biodiversity and natural habitats through the implementation of the Biodiversity Action Plan and promoting sustainable waste management practices. Additionally, we are focused on making the Council carbon neutral by adopting energy-efficient practices and encouraging the use of renewable energy in all operations. These efforts are designed to ensure a resilient and environmentally friendly future for Cavan, positioning the county as a leader in climate action.

Strategic Objectives:

- 4.1** Cavan County Council will provide robust leadership, governance, and commitment to climate action to achieve the Vision, Mission and Strategic Goals of the Cavan County Climate Action Plan, in line with National Policy.
- 4.2** Ensure that the Council and its staff are suitably resourced to deliver on the Climate Action Plan, driven by our multidisciplinary Climate Action Implementation Team.
- 4.3** Pursue climate actions to increase climate resilience of the built environment and transport to achieve our emissions reduction targets.
- 4.4** Enhance the natural environment of County Cavan, work in support of nature based green infrastructure solutions for climate resilience and emission reductions whilst promoting enriched biodiversity.

4.5 Support and empower communities to activate on climate action with enhanced sustainability and resilience, through ongoing provision of information, engagement and participation, ensuring meaningful and long-lasting behaviour change is achieved.

4.6 Promote development of the circular economy in County Cavan, by supporting communities, businesses, enterprise and agricultural sectors, in achieving increased levels of sustainability, maximising use of resources and reducing waste.

Lead Section / Functional Area	Supporting Strategies
Environmental Services	Deliver Cavan Local Authority Climate Action Plan. Cavan County Council will reduce emissions by 51% and improve energy efficiency by 50% by 2030 in Council buildings, fleet and public lighting.
Planning	Supporting the development of renewable energy resources in line with the Renewable Energy Strategy and the Landscape Character Assessment.

**Strategic Objective 5:
Collaboration - Local, Regional and All Island Collaboration**

Cavan County Council is committed to fostering collaboration at local, regional, and all-island levels to drive economic and social benefits for Cavan. By engaging with national government bodies, we aim to align local projects with national development plans, ensuring access to funding and policy support. Partnering with neighbouring counties allows us to create a cohesive regional development strategy, leveraging shared resources and strengths. Additionally, we will utilise Cavan’s proximity to the border to foster cross-border initiatives, accessing EU and cross-border funding opportunities to enhance economic and social projects. We aim to position Cavan as a leader in regional collaboration, strategic planning, and economic development, ensuring a prosperous and sustainable future for the county.

5.1 Foster regional collaboration and leadership to drive economic and social benefits by aligning local projects with national development plans, partnering with neighbouring counties for a cohesive regional strategy, and leveraging Cavan’s border proximity to access EU and cross-border funding opportunities.

5.2 Develop a strategic development plan, Cavan 2050, to guide the future development of the County, collaborating with regional partners to integrate Cavan’s long-term vision with regional growth plans, ensuring that Cavan’s growth is supported by national infrastructure and policy frameworks and positioning Cavan as a dynamic, well-connected, and future-ready county.

5.3 Foster economic and sectoral growth through regional collaboration by building and strengthening partnerships with regional stakeholders, businesses, education providers, and neighbouring counties to identify key sectors for development and investment (e.g., agriculture, tech, renewable energy, tourism, and manufacturing).

5.4 Position Cavan as a preferred destination for local, national and international tourists through all-island and cross-regional tourism initiatives, through collaboration with key stakeholders, local businesses, and cultural organisations to create a unified marketing and event strategy that promotes Cavan’s unique heritage, outdoor activities, and local attractions.

5.5 Strengthen Cavan’s role in driving sustainable development by collaborating on environmental protection and climate change mitigation efforts both locally and nationally, engaging in joint initiatives with neighbouring councils to develop and implement sustainability projects, renewable energy solutions, and environmental conservation efforts.

5.6 Provide better service delivery by leveraging collaborative opportunities within the local government sector, ensuring that public services are more efficient, accessible, and responsive to the needs of our communities. Continue to create partnerships with other councils and agencies to share resources, technologies, and best practices.

5.7 Ensure the participation of all community groups, businesses, and stakeholders in decision-making to foster inclusive and forward-thinking local governance, through regular consultations and forums that encourage public engagement and cross-border collaboration in the development of local policies and strategic projects.

Lead Section / Functional Area	Supporting Strategies
All sections	Work with and influence regional and national policy makers to enable Cavan to play its role in the delivery of regional and national objectives and to put in place plans, programmes and projects to deliver on these objectives.

	<p>Proactively engage with Government Departments and State Agencies to ensure that infrastructural deficits and other impediments to development of County Cavan are reduced or removed.</p>
	<p>Create a more formalised approach to developing Executive Relationships North and South of the border and use this ‘formal’ structure to identify shared challenges and solutions to common issues that may position us to benefit from shared learning and experience as well as access to funding streams.</p>
	<p>Explore opportunities to engage with The Centre for Cross Border Studies and The International Centre for Local and Regional Development (ICLRD) so as to harness these resources in terms of identify cross border opportunities and informed decision making.</p>
<p>Community, Enterprise & Tourism</p>	<p>Continue to strengthen cross-border collaboration by working with ICBAN and border communities to promote peacebuilding, drive economic growth, and address regional challenges through targeted actions, funding, and support that foster prosperity and adaptability in a changing environment.</p>
<p>Cuilcagh Lakelands Geopark</p>	<p>Continue to foster sustainable economic and community development by actively collaborating with local stakeholders, businesses, and communities while leveraging its role within international networks, such as the Global Geoparks Network, to enhance sustainability, conservation, and the recognition of geology and heritage in the UNESCO Global Geopark.</p>
<p>Economic Development</p>	<p>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</p>

	<p>Development Plan as one of the key drivers of spatial and economic development.</p>
	<p>Continue to nurture our connections with the Cavan diaspora worldwide and harnessing potential opportunities to support the County.</p>
Environmental Services	<p>Waste Enforcement Regional Lead Authorities (WERLA): Work with WERLA to promote waste enforcement and the circular economy.</p>
	<p>Border Region Energy Unit: Address combined climate mitigation ambitions through the formation of a Border Region Energy Unit.</p>
Housing Section	<p>Collaborate with neighbouring local authorities, the Housing Agency and participate in the Regional Housing Technical Forum and National Housing Summit to develop housing initiatives, learn from best practice and voice need of the County.</p>
Library Service	<p>Continue to develop the existing partnership with Libraries Northern Ireland through exchange of best practice in service delivery.</p>
	<p>Continue to maximise potential for library and cultural collaborations through Shared Island funding opportunities.</p>
Planning Section	<p>Ensure to continue to align under National Strategic documents such as the Regional Spatial and Economic Strategy and the National Planning Framework.</p>
	<p>Working collaboratively with adjoining Counties both sides of the border to maximise the potential of the border region for economic development.</p>

Roads Section	Promote the development of a Cross Border Regional Greenway through collaboration with key stakeholders such as local councils, TII, DOT, DFI, Bord Failte, Tourism NI.
	Contribute to the achievement of a sustainable transport system across the county by collaborating with other stakeholders and statutory bodies in developing essential infrastructure for the economic and social development of the County.
Senior Management Team	Cross-directorate collaboration in the development of a “2050 big picture plan” for Cavan to guide all future plans.
Water Services	Engage proactively with Uisce Éireann to review the needs of the county for water & wastewater infrastructure.
	Engage with relevant Departments to ensure continued financial support for Group Water Schemes and investment in wastewater infrastructure.
	Engage with relevant Departments, in particular the Rural Water Unit of Department of Housing, Local Government and Heritage to ensure continued financial support to Group Water Schemes infrastructure and secure investment in wastewater collection and treatment infrastructure for villages & settlements without access to public wastewater services.

Strategic Objective 6:

Council - Provide efficient and effective Local Authority

Cavan County Council is committed to supporting local democracy and improving service delivery by maximising the effectiveness of our people, budgets, operations, and ICT resources. We aim to enhance efficiency, collaboration, and customer focus by realigning the organisational structure to meet operational needs, fostering a culture of collaboration, mutual support, and staff wellbeing, and leveraging advanced technology to improve customer service. Through effective internal and external communication, we strive to create a more efficient, collaborative, and customer-focused organisation that meets the current and future needs of the community.

6.1 Support our elected members in exercising their democratic mandate through comprehensive training and provision of timely information, while facilitating their policy making role by ensuring that they, and their committees, are supported and resourced to carry out their roles and responsibilities in an efficient and effective manner.

6.2 Implement the Public Sector Equality and Human Rights Duty across all functions to promote and embed equality, prevent discrimination and protect the human rights of employees, customers, service users and everyone affected by our policies and plans.

6.3 Provide efficient and effective, quality customer service by reviewing and implementing our Customer Charter and Action Plan and providing an enhanced accessible customer service interface.

6.4 Improve service delivery by leveraging technology, increasing the availability of online services, streamlining processes, and fostering a culture of efficiency and innovation, improving accessibility and user experience.

6.5 Develop a future-ready workforce by integrating strategic workforce planning, leadership development, training and development and implementation of an organisational development programme, to support an agile and innovative

Council, that is responsive to the current and future needs of the organisation.

6.6 Create, facilitate and deliver high value, effective communications and engagement with our staff and our citizens.

6.7 Foster a culture of health, safety, and well-being by implementing robust safety management systems, proactive monitoring, and delivery of a comprehensive staff wellbeing programme.

6.8 Enhance collaboration and knowledge-sharing across directorates to drive operational efficiencies, preserve institutional expertise, and strengthen stakeholder engagement.

6.9 Ensure sustainable asset and property management by optimising the use of public buildings while meeting accessibility, energy efficiency, and climate action standards.

6.10 Ensure value for money, transparency and accountability in financial management and delivery of all our services, fostering a culture of good governance in our public service delivery to our citizens.

Lead Section / Functional Area	Supporting Strategies
All sections	Enhance engagement and inclusion in decision making processes.
Corporate Services	Ensure our elected members are provided with timely information advice and training to carry out their role as public representatives.
	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

	<p>a quality cost effective service to the people of Cavan. 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.</p>
<p>In accordance with 'The Public Sector Equality and Human Rights Duty' actively promote equality, protect human rights and eliminate discrimination in delivering our services.</p>	
<p>Strengthen the brand identity of Cavan County Council and associated narrative conveyed through all communication channels, conveying the breadth of activity, achievement and accessibility of services to all stakeholders.</p>	
<p>Enhance cross-directorate information-sharing and collaboration structures to share knowledge, realise new operational efficiencies and foster greater awareness of the scale of activity delivered through our directorates and our people.</p>	
<p>Develop and implement appropriate policies, procedures and internal audit mechanisms to ensure standards of organisational performance are in line with corporate governance, the Public Sector Duty and best practice and are applied consistently across the organisation.</p>	
<p>Complete a root and branch review of our Customer Services Delivery across the organisation, including a review of our Customer Service desk and the progression of a CRM system to improve the customer experience and internal staff communications.</p>	
<p>Develop and promote the use of the Irish language throughout Cavan County Council and ensure compliance with the requirements of the Official Languages Act, 2003.</p>	

	<p>Implement strong corporate governance processes that demand an understanding of our environment, identifying our risks and reviewing internal systems, structures and processes to ensure we are confident in delivering our objectives and meeting our various statutory obligations. Implement the 7 core principles of corporate governance as set out in the Local Government Code of Governance.</p>
	<p>Develop and implement a sustainable knowledge retention framework within directorates, supported by capacity and competency planning, including the development of a skills matrix to assess and manage expertise, ensuring the continuity of skills and knowledge despite changes in personnel or structure.</p>
	<p>Ensure our services, infrastructure and facilities are universally accessible for all members of our community.</p>
	<p>Continue to enhance our relationships with our stakeholders through internal and external communications to increase awareness of the breadth of services and activities, to promote the work of the council and to celebrate our successes.</p>
	<p>Provide an efficient and effective customer service, improving customer accessibility and customer experience and ensuring fulfilment of our Customer Charter.</p>
	<p>Maximise participation in the democratic process.</p>
Finance	<p>Strategic planning and allocation of the financial resources in order to achieve corporate objectives while managing financial exposure.</p>
Finance / Rates / Motor Tax	<p>Strong culture of good corporate governance, prudent financial management, accountability and transparency.</p>

Health & Safety	Provide a best practice health and safety culture through staff training and proactive monitoring and reporting, driving health and safety best practice through staff consultation, communication and proactive monitoring.
	Implement our Safety Management System to reinforce and sustain our commitment to health and safety.
	Ensure a safe and efficient working environment through delivery of best practice standards of health & safety.
Housing	Cavan County Council will maintain, control and oversee our existing property and land portfolios. We will work with the various directorates to achieve optimal use of our existing public buildings and ensure that they are compliant with all energy and climate legislation so that they meet the needs and requirements of users.
Human Resources	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.
	Facilitate the delivery of a health and wellness framework that incorporates staff welfare, proactive health awareness campaigns and resilience programmes.

<p>Internal Audit</p>	<p>Maintain and support a professional Internal Audit function that provides an independent appraisal function charged with conducting reviews on the policies, plans, procedures and performances of the organisation.</p>
<p>IT</p>	<p>Implement Customer Relationship Management solution to improve service delivery and enhance operational efficiency.</p> <p>Increase the provision of online public service delivery to provide more accessible, seamless and engaging online services to the citizen.</p> <p>Promote and implement strong cybersecurity to defend networks and services from malicious attacks.</p> <p>Streamline business operations and reduce costs by transforming existing processes to more efficient digital solutions.</p> <p>Deliver digital transformation and process improvement across all operational areas, promoting increased levels of automation and digitisation of Council services.</p> <p>Encouraging Innovation within the Council, in order to develop new and improved ways of working and delivering better services for the public.</p>
<p>Procurement</p>	<p>Ensure that Cavan County Council's Procurement function is discharged with probity, transparency, and accountability, adheres to EU/National Law and National guidelines, and operates in the most efficient and effective way to support value for money purchasing.</p>



Strategic Projects

In demonstration of Cavan County Council’s commitment to driving the development and progress of County Cavan, we are proud to present a selection of strategic projects current being progressed. These initiatives reflect our dedication to addressing the evolving needs of our community while laying the foundation for sustainable growth and prosperity. These projects will be by an array of additional strategic projects in the lifetime of this Corporate Plan.

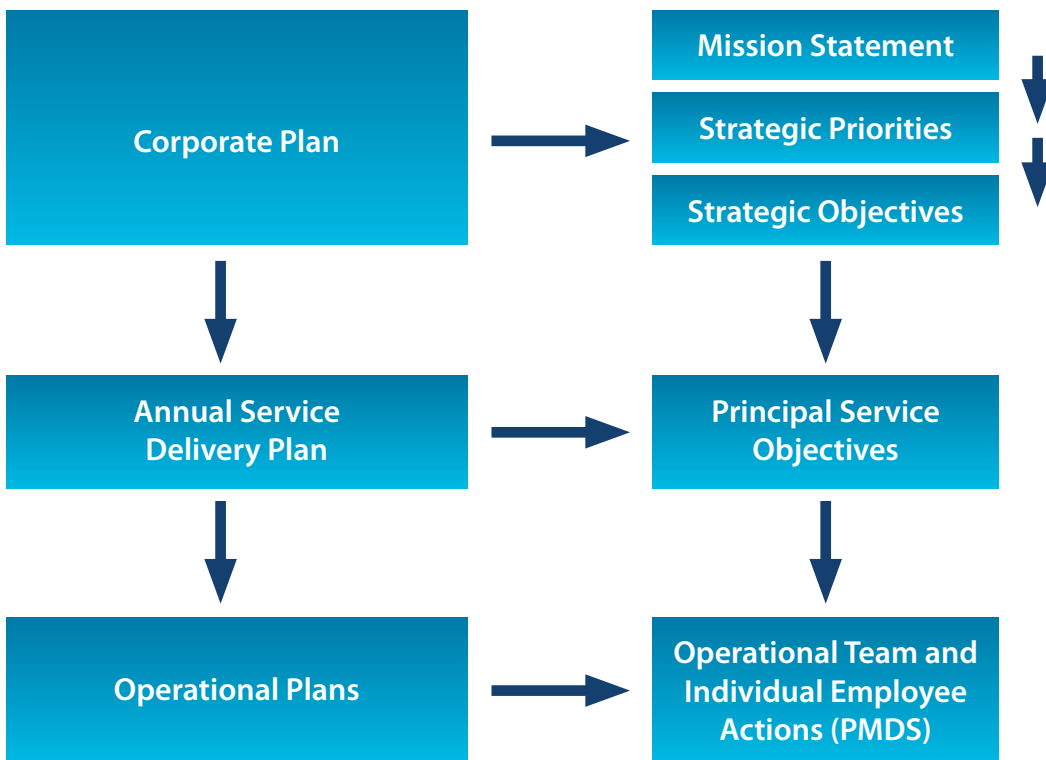
Each project aligns with the County Council’s strategic priorities, including enhancing infrastructure, supporting economic development, promoting tourism, protecting the environment, and improving the quality of life for all who live and work here.

This list demonstrates not only our ambition but also our intent to deliver tangible results that will shape the future of County Cavan. We will continue to explore further opportunities over the lifetime of this plan. By focusing on these transformative projects, we aim to create opportunities and support the economic and social development of the County.

N3 Virginia Bypass
Cavan
Abbeylands Regeneration
Kingscourt Town Centre Regeneration
N55 Ballinagh Relief Road
Cavan Town Flood Relief Scheme
Development of Cuilcagh Lakelands Geopark -
Percy French
Cavan Regional Sports Campus
Social Housing Capital Investment Programme
Significant increase
East West L

Implementing the Corporate Plan

This Corporate Plan sets out the framework within which the delivery of services is planned each year over the 5-year lifetime of the plan. The figure below sets out of the Hierarchy of Plans and Objectives in the business planning structure:



Annual Service Delivery Plans

The annual service delivery plan will identify the principal services to be provided and the standards to which they are to be delivered, monitored and evaluated so as to ensure that objectives for the optimum delivery of services is achieved. It provides a methodology whereby the Council can gauge and be gauged on their own year-on-year performance. The corporate plan includes the supporting strategies to be delivered by each functional area. These will form the basis for development of the annual service delivery plan. This will ensure that annual delivery plans will be aligned with the objectives of the corporate plan. The service delivery plan will be linked to the budgetary process, the performance management and development system, and relevant service/performance indicators, aligning over the lifetime of the corporate plan with NOAC's performance indicators.

Monitoring & Reporting on Progress

This plan sets out our priorities, the demands and challenges that face us, and what we hope we can achieve over the next five years. Circumstances will change, and so we must adapt to such changes during the lifetime of this plan. We will identify these changing circumstances by ongoing monitoring and reviewing. To do this, we research and prepare a range of reports on our activities and services, and we keep up to date with national policy by reviewing and implementing Government plans and directives. The oversight, monitoring and reporting mechanisms that we produce and are guided by are:

- Annual Budget
- Annual Service Delivery Plan
- Team plans
- Personal development plans under the Performance Management and Development System
- Chief Executive's Monthly Report
- Rolling three-year Capital Programme
- Annual Quality Assurance Report under the Public Spending Code
- Annual review by the Corporate Policy Group and preparation of the Annual Corporate Plan Achievement's Report
- National Performance Indicators
- Annual Report
- Annual Financial Statement
- Audit Committee Annual Report
- Local Government Annual Report
- National Oversight and Audit Commission reports

The Chief Executive's report is presented to elected members at a council meeting every month. This report details important achievements on the delivery of the Corporate Plan as well as highlights of key service delivery statistics and progress made on the targets set out within the service delivery plan for that year.

Throughout the lifetime of this plan, the Corporate Policy Group and senior management team will carry out an annual review of the plan and report to the Council each year. This will then be included in the Annual Report for that year.

Performance Indicators and baseline data (Appendix 4) sets out relevant high-level data (information) about key functions and services Cavan County Council are performing. This data aims to establish a baseline of high level, output / outcome-focused data across Corporate Plan objectives. This baseline data will help us to measure our performance and achievements and guide our future plans.



Appendix 1 - Public Sector Equality and Human Rights Duty - Our Commitment

The Public Sector Equality and Human Rights Duty ('the Duty') places a statutory obligation on public bodies to eliminate discrimination, promote equality of opportunity and protect the human rights of those to whom they provide services and staff when carrying out their daily work. It puts equality and human rights in the mainstream of how public bodies, including Cavan County Council, executes its functions.

Section 42 of the Irish Human Rights and Equality Commission Act 2014 places the Duty in the context of strategic planning. Cavan County Council as a consequence is required to set out an assessment of the equality and human rights issues relevant to its purpose and functions in a strategic plan, such as a Corporate Plan, in a manner that is accessible to the public.

Section 42(1) requires public bodies to have regard to the need to:

- Eliminate discrimination.
- Promote equality of opportunity, and
- Protect the human rights of staff and service users.

Implementing the Duty has the potential to stimulate proactive approaches to equality and human rights at strategic planning level and in annual work plans, team development plans etc.

The act requires Cavan County Council to, having regard to its functions, purpose, size and resources available to it, to:

- Assess - set out in its strategic plan an assessment of the human rights and equality issues it believes to be relevant to its functions and purpose.
- Address - set out in its strategic plan the policies, plans and actions in place or proposed to be put in place to address those issues.
- Report - report on developments and achievements in its annual report.

An assessment of equality and human rights issues leads to recognition of the need to better understand the experience and diversity of staff and service users, to ensure dignity in the workplace and to improve access to services. In implementing the Duty, the council will apply the following three step approach, Assess, Address and Report adopting an 'evidence' based approach.

In the assessment stage we will consider:

- What potential human rights and equality issues need to be addressed or considered.
- What structures and initiatives do we already have in place to support human rights and what improvements if any are required to be made to same to ensure their continued effectiveness.
- What human rights and equality issues need to be prioritised for action.

In the Addressing stage we will:

- Agree priority actions to address equality and human rights issues identified in the assessment stage.
- Determine the most appropriate implementation structure to drive the Duty.
- Consider staff capacity so as to ensure we are in a position to prevent and respond to issues as they present.
- Integrate the Duty in strategic planning i.e. development plans, procurement plans, team development plans etc.

In the Reporting stage we will:

- Review and monitor the collection of data, clearly defined targets arising from the assessment and addressing stages.
- Consult and engage with staff and service users.
- Detail achievements and steps taken in action plans in our annual report.
- Report on developments and achievements in a manner that is accessible to the public.

Appendix 2 - Strategies & plans influencing local government activities

National/EU

- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025
- Better Public Services - Public Service Transformation 2030 Strategy
- Building Control Acts 1990-2020
- Building Regulations 1997-2024
- Building Control Regulations 1997-2022
- Climate Action Plan 2023 and Climate Action Plan 2024
- Climate Change Sectoral Adaptation Plan for Flood Risk Management 2019-2024
- Climate Action Sectoral Adaptation Plan for Built and Archaeological Heritage
- Climate and Low Carbon Development (Amendment) Act 2021
- Code of Practice for Inspecting and Certifying Buildings and Works
- Community Climate Action Fund DCCAE: National Cyber Security Strategy and current consultation
- Connect Government 2030, March 2022 (A Digital and ICT Strategy for Ireland's Public Service)
- Connecting Ireland Rural Mobility Plan
- Construction Products Regulation (EU) No 305/2011
- Culture and Creativity Strategies 2023-2027
- CycleConnects
- DCCAE: National Digital Strategy
- DEBI Innovation 2020
- Development Plans Guidelines for Planning Authorities (2022)
- DHLGH Data Strategy
- Digital for Good: Ireland's Digital Inclusion Roadmap, August 2023
- Digital Single Market
- eGovernment Strategy
- Embracing Ireland's Outdoors - National Outdoor Recreation Strategy 2023-2027
- Energy Performance of Buildings Directive (Council Directive 2010/31/EU)
- Energy Security in Ireland to 2030
- EU Biodiversity Strategy
- EU Birds Directive

- EU Energy Performance of Buildings Directive (EPBD)
- EU Renewable Energy Directive (2023/2413)
- EU Solar Energy Strategy (COM (2022)221)
- EU 'Floods' Directive
- EU Just Transition Plan for Ireland 2021-2027
- EU Good Practice for Market Surveillance
- EU Habitats Directive
- EU Strategy on Adaptation to Climate Change
- EC (Birds and Natural Habitats) Regulations 2011
- European Flood Awareness System (EFAS)
- European Union (Construction Products) Regulation (S.I. 225 of 2013, as amended)
- European Union (In-Building Physical Infrastructure for High-Speed Electronic Communications) Regulations 2023
- Electric Vehicle Charging Infrastructure Strategy 2022 to 2025
- Flood Risk Management Plans and Maps produced under National CFRAM (Catchment Flood Risk Assessment & Management) programme (floodinfo.ie)
- Get Ireland Active - National Physical Activity Plan for Ireland
- Guidelines for Inclusive Engagement in Local Planning and Decision Making (DRCD)
- Guidelines for the Local Authority Climate Action Plans
- Guidelines for New Emergency Accommodation (DHLGH, September 2022)
- Green Public Procurement Strategy 2024-2027
- Groundwater Protection Response
- Guidance on Appropriate Assessment for Planning Authorities National Parks & Wildlife Service (npws.ie)
- Guidelines on the Planning System and Flood Risk Management
- Healthy Ireland - A Framework for Improved Health and Wellbeing 2013-2025
- Heritage Ireland 2030
- Housing First National Implementation Plan 2022-2026
- Housing for All
- Housing for All Q3 2023 Action Plan and Progress Update
- Housing for All Roadmap for increased adoption of MMC in public housing delivery
- Housing for All Modern Methods of Construction (MMC) Introductory Guide
- Housing for All guidance for design build housing contracts
- Housing Action Delivery Plans
- Housing Options for our Ageing Population Policy (2019)

- Ireland’s National Energy and Climate Plan 2021-2030
- Ireland’s Road Haulage Strategy 2022–2031
- Local Economic and Community Plan Guidelines 2021 (DRCD)
- Major Emergency Management Framework 2006 (MEM)
- Marine Planning Policy Statement (to be adopted Q3 of 2019)
- Market Surveillance Regulation (EU) No. 2019/1020
- Market Surveillance of Construction Products Strategy
- Met Eireann strategic plan 2017-2027
- National Adaptation Framework
- National AI Strategy
- National Biodiversity Action Plan 2023-2030
- National Bioeconomy Action Plan 2023-2025
- National Broadband Plan
- National Clean Air Strategy
- National Cycle Network Plan
- National Landslide Database and Landslide Susceptibility Map
- National Development Plan
- National Disability Strategy, (soon to be launched successor strategy to the National Disability Inclusion Strategy (NDIS) 2017-2022)
- National Energy and Climate Plan 2021-2030
- National Flood Forecasting and Warning Service
- National Implementation Plan for the SDGs 2022-2024
- National Heritage Plan - Heritage Ireland 2030
- National Housing Strategy for Disabled People 2022-2027 (NHSfDP)
- National Marine Planning Framework
- National Oversight and Audit Commission (NOAC) reports
- National Organic strategy 2024-2030 (Published Q2 2024)
- National Planning Framework 2040
- National Policy on Architecture 2022
- National Road EV Charging Plan 2024 to 2030
- National Skills Strategy
- National Social Enterprise Policy for Ireland 2019-2022
- National Sports Policy 2018-2027
- National Strategy on Domestic, Sexual and Gender-Based Violence
- National Sustainable Mobility Policy 2022-2030 and associated Action Plan 2022-2025

- National Swimming Strategy 2024-2027 (due to be published in mid-2024)
- National Traveller and Roma Inclusion Strategy 2017-2021 (to run until 2025)
- National Vacant Housing Reuse Strategy
- Nature and biodiversity - Library (europa.eu)
- Net Zero Industry Act
- OECD Skills Strategy Ireland: Assessment and Recommendations
- Open Data Strategy
- Our Living Islands – National Islands Policy 2023-2033
- Our Public Service 2020 (with particular reference to actions relating to Public Participation Networks and Local Community Development Committees)
- Our Rural Futures
- PEACEPLUS Operational Programme Overview document and Programme Manual
- People, Place and Policy - Growing Tourism to 2025 and the associated Tourism Action Plans
- Policy on Property Acquisition and Disposal
- Policy Statement on Geothermal Energy for a Circular Economy
- Policy Statement on Mineral Exploration and Mining
- Programme for Government: Our Shared Future
- Policing, Security and Community Safety Act 2024
- Project Ireland 2040
- Protocols on Transfer and Sharing of Property Assets
- Public Sector Energy Efficiency Strategy
- Public Service Apprenticeship Plan 2023
- Public Service Agreement 2024-2026
- Public Service Data Strategy
- Public Transport Accessibility Retrofit Programme
- Renewable Electricity Policy and Development Framework (REPDF)
- Renewable Transport Fuel Policy 2023-2025
- Report on Inter Departmental Group on National Coastal Change Management
- River Basin Management Plan for Ireland 2018-2021 (New RBMP to be published in coming months).
- Road Safety Strategy 2021-2030
- Rural Development Policy 2020+ Next phase
- Sharing the Vision: A Mental Health Policy for Everyone 2020-2030
- SláinteCare | Right Care, Right Place Right Time

- Sráidainmneacha: Treoirínite/Streetnames: Guidelines
- Strategic Emergency Management Framework 2017 (SEM)
- Strategy for the Future Development of National and Regional Greenways
- Strategy for World Heritage in Ireland 2024-2034 (public consultation ongoing)
- Statement on Petroleum Exploration and Production in Ireland
- Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland
- The library is the Place: Information, Recreation, Inspiration National Public Library Strategy 2023-2027
- The National Language Strategy 2010-2030
- The National Oil Spill Contingency Plan
- The National Search and Rescue Plan
- Tourism Policy Framework (to be published)
- Town Centre First
- United Nations Convention on the Rights of Persons with Disabilities (UNCPRD)
- Water Services Policy Statement 2024-2030
- Whole of Government Circular Economy Strategy 2022-2023
- Wind Energy Development Guidelines (WEDGS)
- Young Ireland: The National Policy Framework for Children and Young People 2023-2028
- Youth Homelessness Strategy 2023-2025

Regional

- Public Services Agreement 2024-2026
- Northeast Region Waste Management Plan
- Regional Enterprise Plan to 2024
- Regional Spatial and Economic Strategy 2020-2032
- Regional Homeless Strategy
- Border, Midland and Western Regional Operational Programme

Local

- County Cavan Arts Strategy
- Cavan Local Economic and Community Plan
- County Cavan Tourism Strategy
- Cavan County Council Adopted Budget
- Cavan County Development Plan

- Cavan County Council Fire Service Operations Plan
- County Cavan Heritage Plan
- Cavan County Council Procurement Plan
- Cavan County Council Climate Action Plan
- County Cavan Age Friendly Strategy
- Cavan County Council Noise Pollution and Noise Action Plan
- Cavan County Council Occupational Health and Safety Management System
- Cavan County Council Litter Management Plan
- Cavan Sports Partnership Plan
- Cavan County Council's Library Development Programme
- Cavan Social Inclusion and Community Activation Programme
- County Cavan Culture and Creative Strategy
- Cavan County Council Service Delivery Plans
- Cavan Civil Defence Plan
- County Cavan Local Road Safety Plan
- Cavan County ICT Plan

Appendix 3 - Socio Economic Profile of County Cavan: Census 2022

Population

Census 2022 shows that the population of Cavan grew by 7% to 81,704, which means the number of people in the county rose by 5,528 between April 2016 and April 2022. Cavan was the largest town, with a population of 11,741 in April 2022.

Population by Age

The average age of Cavan's population in April 2022 was 38.5 years, compared to 37.2 years in April 2016. There were 11,868 people aged 65 and over living in the county in April 2022. Of these 3,235 were living alone. This was a 17% increase in those aged 65 and over living alone. There are 10,464 people aged 65 and over. There are 2,755 people aged 65 years and over living alone in County Cavan. There were 17,752 children (aged under 15) living in Cavan in April 2022. This was 130 fewer than in 2016.

Employment

Almost 64,000 people living in the county in April 2022 were aged 15 and over and of these almost 35,400 people were at work. This was an increase of 16% (from the more than 30,500 people recorded as working in Census 2016). Most people in work in Cavan were in full-time employment, with nearly 26,800 people in this category, compared with almost 5,000 who were working part-time.

Just over 3,600 people were unemployed in the county in April 2022. This was considerably lower than the 2016 figure of more than 5,400 people (a decrease of 33%). The unemployment rate was 9% compared with 15% in 2016. Among towns with a population of at least 1,500 people, Belturbet had one of the highest unemployment rates in the country at 11%. There were more than 10,100 retired people in Cavan, up 20% since Census 2016. There was a 25% increase in the number of people who were unable to work due to permanent sickness or disability to almost 3,000 people. The number of people looking after their home/family fell by 13% to over 4,800.

Where people worked

Manufacturing accounted for the largest number of workers in the county at almost 5,200. Wholesale and Retail Trade sector was the next largest, with over 4,400 workers followed by Human Health and Social Work Activities with more than 4,000 workers.

Working From Home

A new question was included in Census 2022 asking people whether they ever worked from home and if so, for how many days per week. There were almost 34,400 people at work in Cavan in April 2022. Of these, 23,500 never worked from home, while almost 7,900 people worked from home at least some of the time. Of those working from home, almost 1,700 people did so for five days per week, with 1,444 doing so for one day and 1,283 for two days each week.

Travelling to Work

There were 32,111 people travelling to work in the county in April 2022. The majority of these drove to work, with 21,127 people driving to work by car in 2022. There were 562 people travelling by bus, and 33 by train. Looking at active travel, 2,075 people walked to work, up from 1,834 in 2016, while 169 people cycled, an increase of 43 people since 2016. Working commuters in both Cavan and Donegal were the least likely to cycle to work with only 0.5% doing so.

Irish Speakers

There were 78,633 people aged three years and over living in Cavan 26,591 people could speak Irish. This was up from 25,210 people who could speak Irish in 2016. In Cavan, 1,740 people who could speak Irish spoke it very well (7%), while 8,910 could speak it well (34%), and just over 15,000 people did not speak it well (57%). In Ireland overall, 10% of Irish speakers could speak the language very well with 32% speaking it well and 55% not speaking it well.

Level of Education

The number of people with a third level qualification in the county increased from nearly 15,600 in 2016 to almost 20,000 in 2022. Almost 15,000 people, or 28% of all those aged 15 and over, had completed their full-time education at upper secondary level.

Housing Stock

Between April 2016 and April 2022, housing stock in the county grew by 3% from 33,585 to 34,427. The number of vacant dwellings decreased by 17% from 4,829 to 4,023 and the number of holiday homes rose by 3% from 1,046 to 1,074. Nationally, the housing stock grew by more than 5% from 2,003,645 to 2,112,121. The number of vacant dwellings fell by almost 20,000 (-11%) to 163,433 and the number of holiday homes rose by 8% from 62,148 to 66,956. It is important to note that a dwelling classified as vacant for census purposes does not necessarily imply that it is available for re-use. Census vacancy is essentially a point in time measure which may be different to other reported measures of vacancy which may focus more on longer term vacancy. For more information on the census definition of vacancy, please see Editor's Notes below.

Housing Tenure (Owners and Renters)

In April 2022, 19,919 of homes were owner-occupied in Cavan, compared with 19,164 in April 2016. The number of homes owned with a mortgage or loan fell by 4% from 8,507 to 8,184 since Census 2016 while the number of homes owned outright (without a loan or mortgage) increased by 10%, from 10,657 to 11,735. Homes rented from private landlords showed a 11% increase from 4,171 to 4,614. Nationally, 66% of homes were owner occupied. More than 330,000 homes were rented from a private landlord, an increase of 7% since 2016. There was a significant increase of 83% (up to almost 17,000 households) in the number of over 65s renting from a private landlord in the State. In Cavan, the number of homes rented in the 65 and over age group was 321 (which was a 104% increase). In the 60 to 64 age group, it was up 76% compared with 69% nationally.

Social Housing

As of 31st December 2024, 3374 households were supported with some form of social housing support (Local authority social house, HAP, RAS, Lease, grant aid).

Vacancy

Many properties classed as vacant in the census may only be vacant for a short period of time and for a wide variety of reasons including homes for sale, rent, new build or renovation, owner in a nursing home, etc. However, there were more than 1,614 dwellings classed as vacant both in the 2016 and 2022 censuses in Cavan, which could be an indication of a longer-term vacancy status.

Data from New Household Questions

Census 2022 included new household questions on the number of working smoke alarms and how we use renewable energy sources in our homes. Cavan had 1,316 homes with no smoke alarms. Homes with solar panels amounted to 1,816 which was 6% of occupied dwellings in the county. Nationally, almost 72,000 homes had no smoke alarms and 119,300 or 6% of occupied homes had solar panels fitted.

Citizenship

In April 2022, 58% of Cavan's usual residents (47,339 people) were born in the county. A further 22% (18,112) were born elsewhere in the State. In Cavan non-Irish citizens accounted for 12% of the county's population. Among the non-Irish residents, the largest group were Polish citizens (1,719 people), followed by UK citizens (1,564), Lithuanian (1,398) and Latvian (783). Nationally there were more than 631,000 non-Irish citizens, which was 12% of the population. The number of dual-Irish citizens, which is when you are a citizen of two countries at the same time, in the county increased from 1,297 in 2016 to 2,335 in 2022. The largest dual-Irish citizenships included Irish-UK (507 people), Irish-US (440) and Irish-Australia (231). There were more than 170,500 dual-Irish residents in Ireland in Census 2022.

Immigration

There were 2,341 people living in Cavan in April 2022 who had moved to the county in the year before the census. This included 1,334 people who had moved from elsewhere within Ireland, and 1,007 people from outside the State. A further 1,973 people had moved within the county in the year before the census.

Ethnic Group/Background

Almost 64,000 people living in Cavan in April 2022 had a White Irish ethnic group or background. A further 8,707 people identified as Any other White. There were 1,114 people whose ethnic group/background was Asian or Asian Irish - Indian/Pakistani/ Bangladeshi and 896 people with a Black or Black Irish - African ethnic group/background.

Irish Travellers

There were 469 Travellers in Cavan in Census 2022, compared with 477 in 2016 (-2%). This included 231 females and 238 males. There were 32,949 Travellers in Ireland, compared with 30,987 in 2016 (+6%). This included 16,777 females and 16,172 males.

Religion

In Census 2022 almost 61,000 people in the county were Catholic (74%). This was down from 82% in Census 2016. Nationally, 69% stated they were Catholic, compared with 78% in 2016. The other most common religions in Cavan included Church of Ireland (with 3,994 people), Orthodox (1,658), and Islam (902). There were almost 6,900 people who stated they did not have a religion, which was up from just over 3,900 in Census 2016, up 77%. They made up 8% of the county's population, compared with 5% in 2016.

Disability

In April 2022 in Cavan, almost 16,300 people (20% of the county's population) reported experiencing at least one long-lasting condition or difficulty to any extent. Of these, 6,105 people (8% of the county's population) reported experiencing at least one long-lasting condition or difficulty to a great extent or a lot. A further 10,170 people (12% of the county's population) reported experiencing at least one long-lasting condition or difficulty to some extent or a little.

Health

The general health question had five response options on the census form ranging from very good, good, fair, bad to very bad. Almost 68,600 people (84%) in the county stated their health was very good or good in Census 2022. This was down from 87% in Census 2016 and 88% in Census 2011. Among the county's females, 21,920 (54%) reported very good health, along with 55% of males (22,383). There were also 1,375 people who reported bad or very bad health in the county, up from 1,164 people in 2016.

Smoking

In Cavan, more than 7,900 people smoked daily in April 2022 which was 10% of the population, compared with 9% nationally. Just over 3,300 people smoked occasionally (4%) while over 15,400 people had given up smoking (19%). Almost 49,900 people stated they never smoked (61%). The number of males in the county who smoked daily was greater than the number of females (4,650 males compared with 3,251 females).

Carers

There were more than 4,600 unpaid carers in Cavan in April 2022, which was 6% of the county's population compared with 4% in 2016.

Internet Access

Number of households with internet access

Chart Table

Show 10 entries Download Search:

Statistic	Census Year	County	Internet	Unit	Value
Households with Internet access	2016	Cavan	Broadband	Number	17,061
Households with Internet access	2016	Cavan	Other	Number	2,698
Households with Internet access	2016	Cavan	No	Number	6,318
Households with Internet access	2016	Cavan	Not Stated	Number	729
Households with Internet access	2016	Cavan	Total	Number	26,806

Number of households with internet access

Chart Table

Download

Search:

Internet	Value
Broadband	22,153
No	3,424
Not stated	2,037
Other	1,162
Total	28,776

Appendix 4 - NOAC Service Indicators Report

Topic	Indicator	Value
Housing: H1, H2 & H4	A. Number of dwellings in the ownership of the local authority at 1/1/2023	2141
	B. Number of dwellings added to the local authority owned stock during 2023 (whether constructed or acquired)	45
	C. Number of local authority owned dwellings sold in 2023	7
	D. Number of local authority owned dwellings demolished in 2023	0
	E. Number of dwellings in the ownership of the local authority at 31/12/2023	2179
	F. Number of local authority owned dwellings planned for demolition under a DHLGH approved scheme at 31/12/2023	0
	A. The percentage of the total number of local authority owned dwellings that were vacant on 31/12/2023	3.95%
	The number of dwellings within their overall stock that were not tenanted on 31/12/2023	86
	A. Expenditure during 2023 on the maintenance of local authority housing compiled from 1 January 2023 to 31 December 2023, divided by the no. of dwellings in the local authority stock at 31/12/2023, i.e. the H1E less H1F indicator figure	€674.65
	Expenditure on maintenance of local authority stock compiled from 1 January 2023 to 31 December 2023, including planned maintenance and expenditure that qualified for grants, such as Sustainable Energy Authority of Ireland (SEAI) grants for energy efficient retrofitting works but excluding expenditure on vacant properties and expenditure under approved major refurbishment schemes (i.e. approved Regeneration or under the Remedial Works Schemes).	€1470070

Housing: H3 & H5	A. The time taken from the date of vacation of a dwelling to the date in 2023 when the dwelling is re-tenanted, averaged across all dwellings re-let during 2023	43.82 wk
	B. The cost expended on getting the dwellings re-tenanted in 2023, averaged across all dwellings re-let in 2023	€22469.07
	The number of dwellings that were re-tenanted on any date in 2023 (but excluding all those that had been vacant due to an estate-wide refurbishment scheme)	55
	The number of weeks from the date of vacation to the date the dwelling is re-tenanted	2410 wk
	Total expenditure on works necessary to enable re-letting of the dwellings	€1235799
	A. Total number of registered tenancies in the LA area at the end of June 2023	529
	B. Number of rented dwellings inspected in 2023	217
	C. Percentage of inspected dwellings in 2023 not compliant with the Standards Regulations %	75.66
	D. Number of dwellings deemed compliant in 2023 (including those originally deemed non-compliant)	77
	E. The number of inspections (including reinspections) undertaken by the local authority in 2023	232
Housing: H6	A. Number of adult individuals in emergency accommodation that are long-term (i.e. 6 months or more within the previous year) homeless as a percentage of the total number of homeless adult individuals in emergency accommodation at the end of 2023.	28.57%
	The number of adult individuals classified as homeless and in emergency accommodation on the night of 31 December 2023 as recorded on the PASS system	14

	The number out of those individuals who, on 31/12/2023, had been in emergency accommodation for 6 months continuously, or for 6 months cumulatively within the previous 12 months	4
Housing: H7	A. (1) Total number of houses retrofitted between 01/01/2023 and 31/12/2023 under the Social Housing Retrofit Programme	45
	A. (2) Number of houses that achieved a BER rating of B2 or above between 01/01/2023 and 31/12/2023 under the Social Housing Retrofit Programme	45
	A. (3) Number of heat pumps installed in those houses between 01/01/2023 and 31/12/2023 under the Social Housing Retrofit Programme	45
	B. Total annual energy savings in MWh from houses retrofitted between 01/01/2023 and 31/12/2023 under the Social Housing Retrofit Programme	755.8 MWh
	C. Total carbon emission reduction tCo2 from houses retrofitted between 01/01/2023 and 31/12/2023 under the Social Housing Retrofit Programme	262.8
Roads: R1 & R2	A. (a) The percentage of regional roads that received a PSCI rating in the 24 month period prior to 31/12/2023	84.41 %
	A. (b) The percentage of Local Primary roads that received a PSCI rating in the 24-month period prior to 31/12/2023	74.76 %
	A. (c) The percentage of Local Secondary roads that received a PSCI rating in the 24-month period prior to 31/12/2023	78.31 %
	A. (d) The percentage of Local Tertiary roads that received a PSCI rating in the 60-month period prior to 31/12/2023	70.02 %
	B. (a.1) The percentage length of regional roads that received a PSCI rating of 1-4 in the 24 month period prior to 31/12/2023	0.02 %

B. (a.2) The percentage length of regional roads that received a PSCI rating of 5-6 in the 24 month period prior to 31/12/2023	11.19 %
B. (a.3) The percentage length of regional roads that received a PSCI rating of 7-8 in the 24 month period prior to 31/12/2023	29.02 %
B. (a.4) The percentage length of regional roads that received a PSCI rating of 9-10 in the 24 month period prior to 31/12/2023	44.19 %
B. (b.1) The percentage length of Local Primary roads that received a PSCI rating of 1-4 in the 24-month period prior to 31/12/2023	0.52 %
B. (b.2) The percentage length of Local Primary roads that received a PSCI rating of 5-6 in the 24-month period prior to 31/12/2023	20.02 %
B. (b.3) The percentage length of Local Primary roads that received a PSCI rating of 7-8 in the 24-month period prior to 31/12/2023	29.68 %
B. (b.4) The percentage length of Local Primary roads that received a PSCI rating of 9-10 in the 24-month period prior to 31/12/2023	24.57 %
B. (c.1) The percentage length of Local Secondary roads that received a PSCI rating of 1-4 in the 24-month period prior to 31/12/2023	1.68 %
B. (c.2) The percentage length of Local Secondary roads that received a PSCI rating of 5-6 in the 24-month period prior to 31/12/2023	26.87 %
B. (c.3) The percentage length of Local Secondary roads that received a PSCI rating of 7-8 in the 24-month period prior to 31/12/2023	30.89 %
B. (c.4) The percentage length of Local Secondary roads that received a PSCI rating of 9-10 in the 24-month period prior to 31/12/2023	18.87 %

B. (d.1) The percentage length of Local Tertiary roads that received a PSCI rating of 1-4 in the 60 month period prior to 31/12/2023	7.03 %
B. (d.2) The percentage length of Local Tertiary roads that received a PSCI rating of 5-6 in the 60-month period prior to 31/12/2023	27.13 %
B. (d.3) The percentage length of Local Tertiary roads that received a PSCI rating of 7-8 in the 60-month period prior to 31/12/2023	22.78 %
B. (d.4) The percentage length of Local Tertiary roads that received a PSCI rating of 9-10 in the 60-month period prior to 31/12/2023	13.07 %
A.1 Kilometres of regional road strengthened during 2023	15.5 km
A.2 The amount expended on regional roads strengthening work during 2023	€3587804.00
A.3 The average unit cost of regional road strengthening works per square metre (€/m ²)	€32.44
B.1 Kilometres of regional road resealed during 2023	27.5 km
B.2 The amount expended on regional road resealing work during 2023	€970927.00
B.3 The average unit cost of regional road resealing works per square metre (€/m ²)	€5.26
C.1 Kilometres of local road strengthened during 2023	43.8 km
C.2. The amount expended on local road strengthening work during 2023	€6927623.00
C.3 The average unit cost of local road strengthening works per square metre (€/m ²)	€38.80
D.1 Kilometres of local road resealed during 2023	65.3 km

	D.2 The amount expended on local road resealing work during 2023	€1433186.00
	D.3 The average unit cost of local road resealing works per square metre (€/m ²)	€4.97
Motor Tax: R3	A. The percentage of motor tax transactions which were dealt with online (i.e. transaction is processed, and the tax disc is issued) in 2023	83.87 %
Water: W1 & W2	Percentage of drinking water in private schemes in compliance with statutory requirements	96.98 %
	The number of registered schemes monitored by each local authority as a percentage of total schemes registered	100 %
	How many local authority registered schemes were monitored in 2023	24
	Total number of registered schemes in 2023	24
Waste: E1	A. The number of households which availed of a 3-bin service offered by a licensed operator at 31/12/2023	6019
	B. The percentage of households within the local authority that the number at A represents (based on agglomerations of more than 500)	60.99 %
Environmental Pollution: E2	A. Total number of pollution cases in respect of which a complaint was made during 2023	410
	A. Number of pollution cases closed from 1/1/2023 to 31/12/2023	393
	A. Total number of pollution cases on hands at 31/12/2023	64
	The opening number of pollution cases carried forward from the year end 2022	47
Litter Pollution: E3	A1. The percentage of the area within the local authority that when surveyed in 2023 was unpolluted or litter free	31 %

	A2. The percentage of the area within the local authority that when surveyed in 2023 was slightly polluted	69 %
	A3. The percentage of the area within the local authority that when surveyed in 2023 was moderately polluted	0 %
	A4. The percentage of the area within the local authority that when surveyed in 2023 was significantly polluted	0 %
	A5. The percentage of the area within the local authority that when surveyed in 2023 was grossly polluted	0 %
Green Flag Status: E4	A. The percentage of schools that have been awarded/renewed green flag status in the two years to 31 December 2023	28.74 %
	Schools which attained a Green Flag for the first time in 2023	1
	Schools which renewed their Green Flag in 2023	16
	Schools which held a Green Flag from 2022 and therefore do not require renewal until 2024	8
Energy Efficiency: E5	A. The cumulative percentage of energy savings achieved by 31/12/2023 relative to baseline year (2009)	-28.30 %
Public Lighting: E6	A. Total annual consumption of the public lighting system	1993.41 MWh
	B. Average wattage of each public light	71.52 W
	C. Percentage of the total system that LED lights represent	77.43 %
	Number of LED lights in the public lighting system	5536
	Number of non-LED lights in the public lighting system	1614

Climate Change: E7	1 a) Does the local authority have a designated (FTE) Climate Action Coordinator?	Yes
	1 b) Does the local authority have a designated (FTE) Climate Action Officer?	Yes
	2. Does the local authority have a climate action team?	Yes
Planning: P1	A. Buildings inspected as a percentage of new buildings notified to the local authority	28.26 %
	Total number of new buildings notified to the local authority i.e. buildings where a valid Commencement Notice was served in the period 1/1/2023 to 31/12/2023 by a builder or developer on the local authority	230
	Number of new buildings notified to the local authority in 2023 that were the subject of at least one on-site inspection during 2023 undertaken by the local authority	65
Planning: P2 & P3	A. Number of local authority planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the Board on any date in 2023	17
	B. Percentage of the determinations at A which confirmed (either with or without variation of the plan) the decision made by the local authority	58.82 %
	Number of determinations confirming the local authority's decision (either with or without variation)	10
	A. Total number of planning cases referred to or initiated by the local authority in the period 1/1/2023 to 31/12/2023 that were investigated	87
	B. Total number of investigated cases that were closed during 2023	29
	C. Percentage of the cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development	75.86 %

	D. Percentage of the cases at B that were resolved to the local authority's satisfaction through negotiations	6.90 %
	E. Percentage of the cases at B that were closed due to enforcement proceedings	17.24 %
	F. Total number of planning cases being investigated as at 31/12/2023	525
	Number of cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development	22
	Number of cases at B that were resolved to the local authority's satisfaction through negotiations	2
	Number of cases at B that were closed due to enforcement proceedings	5
Planning: P4 & P5	A. The 2023 Annual Financial Statement (AFS) Programme D data divided by the population of the local authority area per the 2022 Census	€21.87
	AFS Programme D data consisting of D01 - Forward Planning, D02 - Development Management, D03 - Enforcement (inclusive of the relevant Programme D proportion of the central management charge) for 2023	€1787036
	A. The percentage of applications for fire safety certificates received in 2023 that were decided (granted or refused) within two months of their receipt	88.17 %
	B. The percentage of applications for fire safety certificates received in 2023 that were decided (granted or refused) within an extended period agreed with the applicant	11.83 %
	The total number of applications for fire safety certificates received in 2023 that were not withdrawn by the applicant	93

	The number of applications for fire safety certificates received in 2023 that were decided (granted or refused) within two months of the date of receipt of the application	82
	The number of applications for fire safety certificates received in 2023 that were decided (granted or refused) within an agreed extended	11
Fire Service: F1	A. The Annual Financial Statement (AFS) Programme E expenditure data for 2023 divided by the population of the local authority area per the 2022	€62.88
	AFS Programme E expenditure data consisting of E11 - Operation of Fire Service and E12 - Fire Prevention for 2023	€5137744
Fire Service: F2 & F3	A. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of fire	0 min
	B. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of fire	6.27 min
	C. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of all other (non-fire) emergency incidents	0 min
	D. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of all other (non-fire) emergency incidents	6.23 min
	A. Percentage of cases in respect of fire in which first attendance at scene is within 10 minutes	20.31 %
	B. Percentage of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes	59.38 %
	C. Percentage of cases in respect of fire in which first attendance at the scene is after 20 minutes	20.31 %

	D. Percentage of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes	22.40 %
	E. Percentage of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes	49.48 %
	F. Percentage of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes	28.12 %
	Total amount of call-outs in respect of fires from 1/1/2023 to 31/12/2023	192
	Number of these fire cases where first fire tender attendance at the scene is within 10 minutes	36
	Number of these fire cases in which first fire tender attendance at the scene is after 10 minutes but within 20 minutes	114
	Number of these fire cases in which first fire tender attendance at the scene is after 20 minutes	39
	Total amount of call-outs in respect of all other emergency incidents (i.e. not including fire) from 1/1/2023 to 31/12/2023	380
	Number of these non-fire cases in which first fire tender attendance at the scene is within 10 minutes	86
	Number of these non-fire cases in which first fire tender attendance at the scene is after 10 minutes but within 20 minutes	190
	Number of these non-fire cases in which first fire tender attendance at the scene is after 20 minutes	108
Library Service: L1	A. Number of visits to libraries per head of population for the local authority area per the 2022 Census	1.43
	B. Number of items issued to library borrowers in the year	134957

	C. Library active members per head of population	0.13
	D. Number of registered library members in the year	10115
	Number of visits to its libraries from 1/1/2023 to 31/12/2023 per automatic counters if used	116631
Library Service: L2	A. The Annual Financial Statement (AFS) Programme F data for 2023 divided by the population of the local authority area per the 2022 Census	€37.65
	B. The annual per capita expenditure on collections over the period 1/01/2023 to 31/12/2023	€1.65
	A. AFS Programme F data consisting of F02 - Operation of Library and Archival Service (inclusive of the relevant proportion of the central management charge for Programme F) for 2023	€3076218
	B. The annual expenditure on new stock acquired by the library in the year	€134790.2
Youth and Community: Y1 & Y2	A. Percentage of local schools involved in the local Youth Council/Comhairle na nÓg scheme	90.91 %
	Total number of second level schools in the local authority area at 31/12/2023	11
	Number of second level schools in the local authority area from which representatives attended the local Comhairle na nÓg AGM held in 2023	10
	A. The number of organisations included in the County Register at 31/12/2023 and the proportion of those organisations that opted to be part of the Social Inclusion College within the PPN	25.28
	Total number of organisations included in the County Register (maintained in accordance with section 128 of the Local Government Act 2001) for the local authority area as at 31/12/2023	356

	Total number of those organisations that registered for the first time in 2023	49
	Number of organisations that opted to join the Social Inclusion Electoral College on whatever date they registered for the PPN	90
Corporate: C1, C2, C4 & C5	A. The wholetime equivalent staffing number as of 31 December 2023	419.86
	A. Percentage of paid working days lost to sickness absence through medically certified leave in 2023	3.81 %
	B. Percentage of paid working days lost to sickness absence through self-certified leave in 2023	0.26 %
	Total number of working days lost to sickness absence through medically certified leave in 2023	4230
	Total number of working days lost to sickness absence through self-certified leave in 2023	244
	Number of unpaid working days lost to sickness absence included within the total of self-certified sick leave days in 2023	0 day
	Number of unpaid working days lost to sickness absence included within the total of medically certified sick leave days in 2023	600
	If any staff are on long-term sick leave (i.e. a continuous period of more than 4 weeks), include a text note of the number of staff on long-term sick leave	29 long term sick (5 approved for Critical Illness Protocol)
	A. All ICT expenditure in the period from 1/1/2023 to 31/12/2023, divided by the WTE no.	€3575.62
	Total ICT expenditure in 2023	€1501259
	A. All ICT expenditure calculated in C4 as a proportion of Revenue expenditure	1.67

	Total Revenue expenditure from 1/1/2023 to 31/12/2023 before transfers to or from reserves	90145682
Corporate: C3	A. The per capita total page views of the local authority's websites in 2023	7.72
	B. The per capita total number of followers at end 2023 of the local authority's social media accounts (if any)	1.70
	The cumulative total page views of all websites operated by the local authority for the period from 1/1/2023 to 31/12/2023 obtained from a page tagging on-site web analytics service or equivalent	631147
	The total number of social media users who, at 31/12/2023, were following the local authority on any social media sites	138664
	The number of social media accounts operated by the local authority	38
	Indicate if there was a change to the cookie policies on the local authority sites and the date this came into effect	None
Finance: M1 to M4	A. Cumulative surplus/deficit balance at 31/12/2019 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€1743260
	B. Cumulative surplus/deficit balance at 31/12/2020 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€1743352
	C. Cumulative surplus/deficit balance at 31/12/2021 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€1743569
	D. Cumulative surplus/deficit balance at 31/12/2022 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€1743917
	E. Cumulative surplus/deficit balance at 31/12/2023 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€1744212

F. Cumulative surplus or deficit at 31/12/2023 as a percentage of Total Income in 2023 from the Income and Expenditure Account Statement of the AFS	1.85 %
G. Revenue expenditure per capita in 2023	€1103.32
H. Revenue expenditure per capita in 2023 excluding significant out of county/shared service expenditure	
The 2023 Total Income figure from the Income and Expenditure Account Statement of the AFS	€94085467
The 2023 Total Expenditure figure from the Income and Expenditure Account Statement of the AFS	€90145682
The 2023 Revenue expenditure excluding county/ shared service expenditure for the service providers of HAP, MyPay, DRHE and Dublin Fire Services and is only applicable to Dublin City, Laois and Limerick	
A. (a) Collection level of Rates in Appendix 7 of the AFS for 2019	79.0 %
A. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2019	85.0 %
A. (c) Collection level of Housing Loans in Appendix 7 of the AFS for 2019	81.0 %
B. (a) Collection level of Rates in Appendix 7 of the AFS for 2020	76.0 %
B. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2020	82.0 %
B. c) Collection level of Housing Loans in Appendix 7 of the AFS for 2020	84.0 %
C. a) Collection level of Rates in Appendix 7 of the AFS for 2021	76.0 %
C. b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2021	81.0 %

C. (c) Collection level of Housing Loans in Appendix 7 of the AFS for 2021	91.0 %
D. (a) Collection level of Rates in Appendix 7 of the AFS for 2022	83.0 %
D. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2022	79.0 %
D. (c) Collection level of Housing Loans in Appendix 7 of the AFS for 2022	89.0 %
E. (a) Collection level of Rates in Appendix 7 of the AFS for 2023	87 %
E. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2023	78 %
E. (c) Collection level of Housing Loans in Appendix 7 of the AFS for 2023	100 %
E. (d) Collection level of HAP SSC for 2023	
A. Per capita total cost of settled claims for 2023	€7.05
IPB Insurance: Number of notified claims for 2023	138
IPB Insurance: Number of settled claims for 2023	73
IPB Insurance: Total cost of settled claims for 2023	€576395.10
Total cost of claims settled under excess for 2023	€0
Self-insured: Number of notified claims for 2023	
Self-insured: Number of settled claims for 2023	
Self-insured: Total cost of settled claims for 2023	
A. Overall central management charge as a percentage of total expenditure on revenue account	13.39 %
B. Total payroll costs as a percentage of revenue expenditure	36.34 %

	Overall central management charge from the Local Authority FMS and defined in the Annual Budget	€12066646
	Total payroll costs from Appendix 1 of the AFS for 2023 (including Salaries, Wages and Pensions)	€32757699
Economic Development: J1 to J5	A. The number of jobs created with assistance from the Local Enterprise Office during the period 1/1/2023 to 31/12/2023 per 100,000 of population	78.33
	The number of jobs created with assistance from the Local Enterprise Office during the period 1/1/2023 to 31/12/2023	64.0
	A. The number of trading online voucher applications approved by the Local Enterprise Office in 2023 per 100,000 of population	35.49
	B. The number of trading online vouchers that were drawn down in 2023 per 100,000 of population	18.36
	The number of trading online voucher applications approved by the Local Enterprise Office in 2023	29
	The number of those trading online vouchers that were drawn down in 2023	15
	A. The number of participants who received mentoring during the period 1/1/2023 to 31/12/2023 per 100,000 of population	132.18
	The number of participants who received mentoring during the period 1/1/2023 to 31/12/2023	108
	A. Does the local authority have a current tourism strategy?	Yes
	B. Does the local authority have a designated Tourism Officer?	Yes
	The spend on local economic development by the local authority in 2023 per head of population	€102.07

	The spend on local economic development by the local authority in 2023	€8339723
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Appendix 5 - Looking Back: Delivering our Corporate Plan 2019-2024

The period from 2019 to 2024 has been one of significant progress and resilience for County Cavan, marked by both challenges and opportunities. During this time, the Council has navigated complex global and national issues, including the COVID-19 pandemic, and the evolving impacts of climate change, while remaining steadfast in its commitment to delivering on the priorities set out in our previous Corporate Plan.

Despite these challenges, this period also brought opportunities for growth, collaboration, and investment, enabling the Council to achieve a wide range of impactful initiatives and projects. The following highlights represent some key achievements that reflect our commitments to support our communities, enhance economic and social well-being, and prepare our county for a sustainable future. These successes demonstrate the strength of our partnerships, the dedication of our staff, and the shared vision that drives progress in County Cavan.

1. **Support and enhance local democracy and promote engagement and collaboration with our citizens.**

Key achievements:

- Public consultations held to inform development of LECP, County Development Plan, Town Centre First Masterplan, PeacePlus, Climate Action Plan, Masterplans, Greenways, Virginia By-pass, N3 Road Improvements, Culture and Creativity Strategy, and Abbeylands Masterplan.
- Cavan County Council continue to lead and facilitate the LCDC, JPC, Age Friendly Alliance, Older People's Council, Community Response Forum, Traveller Interagency Group and Local Traveller Accommodation Consultative Committee to promote a socially inclusive County.
- SICAP, Healthy Cavan Programme, Slainte Care Healthy Communities Programme and the work of Cavan Sports Partnership worked collaboratively with agencies and communities to promote a socially integrated and healthy County.

2. Facilitate and promote sustainable economic growth, enterprise and tourism.

Key achievements:

- Cavan County Development Plan 2022-2028 prepared and adopted.
- Cavan Local Economic and Community Plan 2024-2029 prepared and adopted.
- Cavan Digital Hub was officially opened, an exemplar project in the NE Region Connected Cavan Digital Strategy for 2021- 2024 completed and implemented.
- N55 Realignment scheme Section B completed
- Planning and design of the Virginia By-Pass Scheme progressed
- €4.8million funding secured from Fáilte Ireland for Shannon Pot and Burren Park project (with €1.7million match funding).
- Further significant investment in tourism, including €6.6million for development of Cavan Burren Park and Shannon Pot.
- 'Created in Cavan' brand identity for the development and promotion of Cavan food launched.

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.

Key achievements:

- Rural Regeneration Projects developed and progressing in Bailieborough, Ballyconnell, Ballyjamesduff and Belturbet.
- Preparation, adoption and implementation of Cavan County Litter Management Plan 2021-2024
- Town Centre First launched – first Town Centre First Masterplan developed for Bailieborough. Town Regeneration Officer appointed to drive the implementation of the Town Centre First policy.
- Abbeylands Regeneration project granted €14.493 million funding under the Urban Regeneration Development Fund in 2021 - delivery of project progressing well.
- Cavan County Council working in partnership with were successful in securing planning for upgrade to Virginia Waste Water Treatment Plant. This project will Improve the performance and increase the capacity of the wastewater treatment processes and support economic and social development for businesses and

residents in Virginia.

- County Cavan Culture and Creativity Strategy 2023-2027 launched.
- Delivery of the Virginia Civic Centre Project costing €3,963,525.

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

Key achievements:

- Cavan County Council allocated €4.3 million under Theme 1 “Building Peaceful and Thriving Communities” to deliver a co-designed local community PEACEPLUS Action Plan. Action Plan developed.
- €47.5 million Capital Funding secured in provision of housing (2019-2022)
243 New build social houses delivered by Cavan County Council between 2019 and 2023, 126 additional houses delivered by AHB’s (2019-22) and 83 acquisitions completed by the council (2019-22).
- Cavan Regional Sports Campus project progressed under the Large-Scale Sports Infrastructure Fund
- Construction of new Fire Station in Ballyjamesduff completed.
- New Civil Defence Headquarters opened.
- Cavan County Council awarded ‘Best Community Response Team’ for Cavan Civil Defence’s work throughout the Covid19 pandemic
- Cavan Age Friendly Strategy 2022-2024 implemented.
- Cavan County Library Services earned the Public Library of the Year Award for 2020 by the Public Sector Magazine
- ‘Cavan Day’ events 2020 & 2021, with very successful ‘Cavan Calling’ event held in 2023

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.

Key achievements:

- New Cavan County Council website and Intranet site developed and rolled out.
- New Cavan County Library Service website.
- New online payments service launched for rates and rents.

- e-Planning system introduced
- Community Grants applications process digitised.
- Staff wellbeing programme commenced with initiatives delivered.
- Comprehensive Learning & Development Programmes delivered annually.

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.

Key achievements:

- Cavan Local Authority Climate Action Plan 2024-2029 prepared and adopted
- Climate Action Team established including Climate Action Co-Ordinator, Climate Action Officer and Community Climate Action Fund Officer to lead development, implementation and measurement of activity under the Climate Action Plan.
- Cavan County Council Climate Action Team established to lead implementation of LA actions across all service areas in the Council.
- Cavan County Council Active Travel Team established to implement programmes funded under the Active Travel programme of works.
- Retrofitting of social housing stock ongoing.





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