



Comhairle Contae Mhaigh Eo
Mayo County Council



Corporate PLAN 2024-2029





Contents

- 04 Introduction
- 07 Foreword from CE and Cathaoirleach
- 08 Mission and Vision
- 10 Values & Guiding Principles
- 20 Statement of Ambition
- 24 Strategic objectives and goals
- 34 Service Delivery
- 38 Implementation & Monitoring
- 42 Commitment to Staff
- 46 Operating Environment



1 Introduction



The Corporate Plan is
MAYO COUNTY COUNCIL'S
FRAMEWORK
for action for the period
2024-2029.

It sets out our mission for the organisation, our vision for the County and the strategic objectives we commit to delivering over the five years.

The Corporate Plan will be implemented through the Annual Service Delivery Plan and supported by the Annual Budget which reflects the Council's commitment to the strategic objectives and goals of the plan.





2 / Foreword



Councillor John O'Hara
Cathaoirleach

As we embark on a new term of Mayo County Council, we are pleased to present our Corporate Plan for 2024-2029. In excess of one thousand individual services are delivered by this local authority to the people of the County and in this plan we outline our intention to continue to deliver excellent public services, promote economic development, continue to protect our environment and ensure the best quality of life for all in Mayo.

This plan will serve as our roadmap for the next five years and its formulation has taken account of the voices of our Members, Staff, Communities and broader Stakeholders who have assisted in determining our priorities.



Kevin Kelly
Chief Executive

This plan will be a key reference point for Mayo County Council in its approach to service delivery, the advancement of capital programmes and the annual budgetary process over the next five years, together with the formulation of our Annual Service Delivery Plan.

In this document you will find an ambitious list of goals that Mayo County Council intend to achieve over the course of the next five years set out under seven key objectives which collectively have the basic aim of improving the lives of everyone in the county.

These objectives include: Housing Delivery, Public Infrastructure Delivery, Sustainable Public Service Delivery, Climate Action, Inclusive Leadership, Building Resilient Communities and Economic Development.

We will achieve our goals by strengthening our partnerships with all stakeholders including our communities, businesses, business organisations, community groups, residents's organisations, Government Departments, state agencies, educational bodies, and environmental groups.

We firmly believe that, by working together, we can unlock the full potential of Mayo and create a thriving community for all. This Corporate Plan is a testament to our commitment to delivering high-quality services, fostering sustainable development, and creating a thriving Mayo for our community and the Elected Members, Management team and Staff are committed to delivering this plan and seeing Mayo take the next steps towards its best possible future.

Kevin Kelly Councillor John O'Hara
Chief Executive *Cathaoirleach*



3 Mission & Vision



OUR VISION

A County that is Sustainable, Inclusive, Thriving and Proud

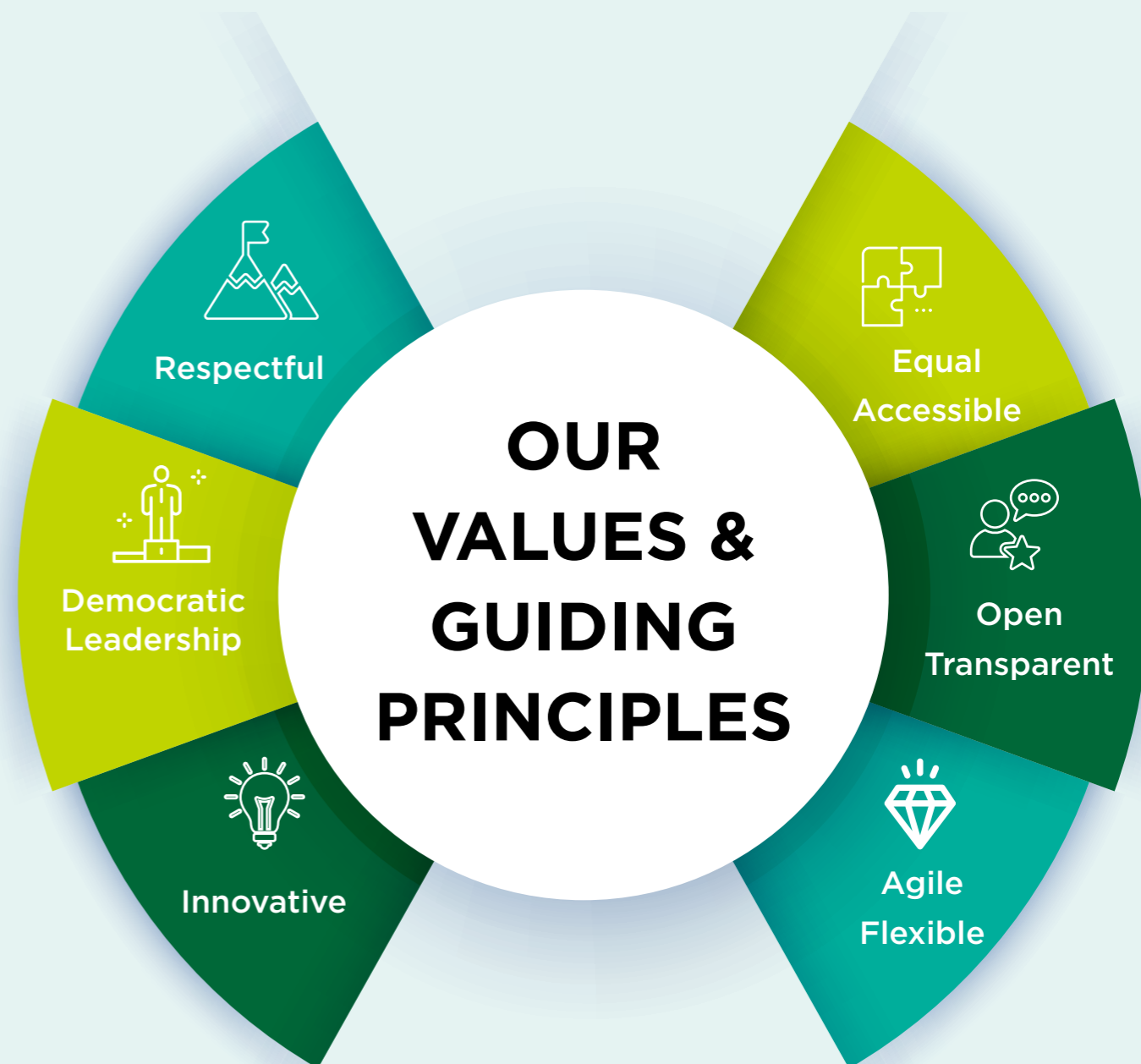


OUR MISSION

To foster and promote the wellbeing and quality of life of our people and communities in Mayo and to enhance the County as a place to live, work, visit, invest, study and enjoy.



4 Values & Guiding Principles





OUR VALUES AND GUIDING PRINCIPLES

THE PUBLIC AT THE CENTRE

The public is at the centre of everything we do. The quality of their interaction with us, in accessing services, in participating and engaging in the local policies, projects and decisions that affect them is paramount. A commitment to quality customer service, open communication, and partnership working are fundamental to how our organisation operate.

VALUE FOR THE PUBLIC

The obligation to ensure we operate within our financial resource capacity and give value for money to the public in how we carry out our functions will guide our corporate plan.

DEMOCRATIC MANDATE

Mayo County will work proactively to deliver the Council's democratic mandate.

SUSTAINABLE DEVELOPMENT

Mayo County Council is a Sustainable Development Goal Champion and this rightly reflects our aspiration to be a leader in sustainable development. As champions we will incorporate the SDGs into our work and will collaborate with the wider community to promote and advance the SDGs across Mayo.



SDGs - Contributing to 16 SDGs

The Corporate Plan was reviewed utilising the Accelerating Action assessment tool to determine its impact on the Sustainable Development Goals.

LEADERSHIP IN LOCAL CLIMATE ACTION

Mayo County Council is committed to its leadership role in local climate action. The Mayo Climate Action Plan (2024-2029) sets out our commitment setting clear targets, monitoring progress, and ensuring transparency and participation. Working collaboratively across the council directorates and externally with the public participation network and local community development committee (LCDC) will be key to delivering on this plan.

Integrating climate and sustainable development considerations into all aspects of our work is supported by initiatives already in place such as the Local Authority

Climate Charter, Climate Action Plans and Teams, and the Climate Action Regional Office (CARO). Mayo County Council is the lead authority for the Atlantic Seaboard North CARO region, which consists of counties Donegal, Sligo, Mayo and Galway.

INCLUSION

As democratic leader in the county, building social cohesion, a sense of belonging and ensuring people feel safe in our communities is a fundamental part of our guiding principles. We deliver these particularly in our community development work, supporting the PPN and delivering Age Friendly and youth initiatives.



In fulfilling our public sector duty, we ensure that we build accessibility and inclusion by default into all our programmes and services. We play an important role in delivering on integration, directly working with new communities to enable our communities to be resilient and develop the additional services they need.

Inclusion is at the heart of how we design our services from capital programmes to community support initiatives. We will continuously review our performance in this regard through the various participatory processes-SPCs, co-design initiatives, Community Futures and public participation engagement.

The Public Sector Duty Assessment process is an additional review mechanism to identify additional actions needed to be a fully inclusive organisation.

AGE FRIENDLY PRINCIPLES

We are mindful that Mayo has the highest average age nationally (41.6 years) and 20% of our population are aged 65 or over. We recognise the importance of our commitment to building a county which allows older people to live as independently as possible for as long as possible. Central to our Age Friendly strategy are key actions across multiple areas: Outdoor Spaces and Public Buildings, Transportation, Housing, Value and Respect, Social Participation, Communication and Information, Civic Participation and Employment, Community Support and Health Services. We will continue to work closely with Mayo's Age Friendly Alliance and Older Person's Council to deliver on these actions.

IRISH LANGUAGE & GAELTACHT

Mayo is a proud Gaeltacht county with a vibrant Irish speaking community. We will continue to promote the use of Irish in the county and work towards increasing the delivery of our services through Irish.

COLLABORATIVE PARTNERSHIPS

Mayo County Council delivers for the people of Mayo through a partnership approach with national government, development agencies and other external stakeholders.

RESPONSIVE TO OUR CHANGING ENVIRONMENT

We remain responsive, flexible and agile to the changing environment within which we operate and consider how the changing environment impacts on the work we need to do and the capabilities and skills of our workforce. We will carry out regular reviews of strategic workforce plans, budgets and organisational risk.

AN INFORMED AND OPEN PROCESS OF DECISION-MAKING

Our approach to decision and policy making will be informed by good quality data and open engagement. We will challenge ourselves and be imaginative in how we think about future demands and future ways of working, while also continuing to provide essential services that are so vital for our communities.

PUBLIC SECTOR DUTY

Mayo County Council is committed to fully implementing the Public Sector Duty which requires public bodies to eliminate discrimination, promote equality of opportunity and protect the human rights of its members, staff and the persons to whom it provides services.

The measures that Mayo County Council has taken to embed our public sector duty are fully outlined in the appendices.

Mayo County Council reports on its progress on implementing the Public Sector Duty in its Annual Service Delivery Plan and Annual Report.

The implementation of the Public Sector Duty is coordinated by the Equality Action Team. This team comprises of staff members from a cross section of the Council's functional areas.



KEY ACTIONS TO DATE
2021-2024

- Presentation to Senior Management.
- A Values and an Equality Statement was developed.
- Assessments were carried out in HR, Corporate and Community Sections.
- Human Rights & Equality training opportunities are made available to employees in 2021-2022. 362 employees had availed of training by Jan 2022. Further training is planned.
- A progress report on the PSD implementation by Mayo County Council is included in the Annual Report.
- Equality information for staff is available on the council Intranet.



EQUALITY ACTIVITY UNDERTAKEN BY MAYO COUNTY COUNCIL-HIGHLIGHTS

- Appointment of Access Officer
- Appointment of Arts and Disability Coordinator
- Implementation of Web Accessibility Policy
- Implementation of National Disability Strategy
- Mayo County Council's Building Control processes Disability Access Certificates
- Delivery of Strategic Plan for Housing People with a Disability 2021-2025
- Mayo County Council Housing and Disability Steering Group
- Delivery of Housing Adaptation Grants for People with a Disability
- Mayo LCDC : Social Inclusion and Activation Programme (SICAP) with number of actions aimed at tackling discrimination and disadvantage
- Delivery of Mayo Sports Partnership-Sports Inclusion Disability Programme
- Designation as SDG Champion 2024-2025

Our public service ethos gives a sense of purpose and is a source of pride and motivation for our people. To deliver on this commitment, trust of the public in our efforts is essential.

To strengthen and maintain trust, we are actively working to be transparent, accountable, inclusive, and responsive.

Our actions in good governance and the appropriate level of scrutiny and accountability include:

- Register of Lobbyist
- Internal Audit Committee
- Fraud Prevention Measures
- Ethics Register
- Management Reports (including Monthly Chief Executive Report, Annual Report and Annual Service Delivery Plan reporting)
- National Audit & Oversight Committee (NOAC)
- Green & Sustainable Public Procurement

Our Public Sector Duty obligations are the cornerstone of accessible and inclusive public services and bring a critical focus on equality and human rights.

The increasingly complex landscape of media and communications and the diversity of opinion and discourse that is enabled by digital communications has changed public expectations. Our Communications team respond promptly and professionally to media requests. Our Freedom of Information (FOI) Office responds to requests for official records and personal information, in compliance with the FOI legislation.





5 Statement of Ambition

STATEMENT OF AMBITION

As the leading public sector body in Mayo, our ambition is to deliver on the mission and vision for Mayo, identified in the engagement process for this corporate plan. We will dedicate our resources to achieving the ambitious objectives and goals for Mayo to ensure Mayo is a thriving, sustainable and inclusive place.

We commit to delivering high quality services for the people of Mayo, improving access to services and enhancing the customer service experience.

We commit to delivering on the housing and infrastructural needs of the county over the lifetime of this plan, to build on the regeneration of towns and villages and to help our communities thrive.

Mayo County Council is a Sustainable Development Goal (SDG) Champion, and this rightly reflects our aspiration to be a leader in sustainable development. As champions we will incorporate the SDGs into our work and will collaborate with our staff and the wider community to promote and advance the SDGs across Mayo.

We commit to leading on climate action. We value our role in environmental protection and working towards climate resilience in everything we do.

Climate Action and tackling biodiversity loss are both a challenge and an opportunity if we act now to safeguard our unique natural heritage.

Mayo has a strategic advantage which allows us to harness renewable energy and the county has the potential to become a leader in the green economy.

We value our role as the democratic leader of County Mayo.

We commit to supporting our elected members in their leadership and representational role, delivering local democracy. We will work towards diversity in local government-enhancing the participation of women and increased diversity.

We commit to building a socially cohesive Mayo that is an inclusive welcoming place.

We commit to embedding equality, diversity and inclusion across everything we do.

We will work collaboratively with our stakeholders and communities to co-design initiatives that will deliver the kind of place that we aspire for Mayo.

We commit to supporting staff in a changing workplace, to develop their capabilities in providing services in a more diversified community.

We commit to the highest standards in service delivery by working in a professional, consistent, fair and transparent way.

We will seek opportunities to improve the way we work by adopting innovative solutions.



REVIEW AND ENGAGEMENT

The engagement process for this new Corporate Plan involved reviewing the mission statement, the vision statement and the values set out in the previous plan. It also reviewed the progress on strategic goals in the previous plan and clarified the strategic objectives and the priorities for the next five years.

A review of the progress against the goals set out in the previous plan is set out in the “Delivering For You 2019-2024” report (included in the Appendices) and provides a snapshot of achievements during the lifetime of the previous plan.

It provides information on capital investment, revenue expenditure, capital projects, community engagement and climate action.



ENGAGEMENT PROCESS

This plan is informed by research and widespread consultation. Surveys were undertaken with the public, employees, and separately with the Public Participation Network (PPN), and shared on social media. The consultation with community groups and the PPN focussed on alignment of the Corporate Plan with the Community Wellbeing statement which was developed by Mayo PPN.

A review of consultation feedback was conducted with Mayo County Council's Senior Management Team for consideration in the formulation of high-level goals and strategic objectives.

In person workshops were held with internal and external stakeholders including elected members, the senior management team, the leadership team, employees and community groups.

The feedback captured during the consultation processes has been extensively considered and informed the preparation of the Corporate Plan. The Corporate Plan is written with an awareness of Council policy documents and reports which are referenced in the appendices.

An overview of the results of the consultation are included in the appendices.



6 Strategic objectives

The following are the Strategic Objectives of the Plan identified through the engagement process with elected members, employees and communities for the five year period of the new Corporate Plan.

The Strategic Objectives set out in the Corporate Plan are fully aligned with the High-Level Goals of the LECP.





Strategic Goals & Objectives
Objective 1
 Leading on Housing Delivery



Strategic Goals & Objectives
Objective 2
 Leading on Public Infrastructure Delivery



These goals contribute primarily to SDGs 7, 9, 10, 11, 13 & 15



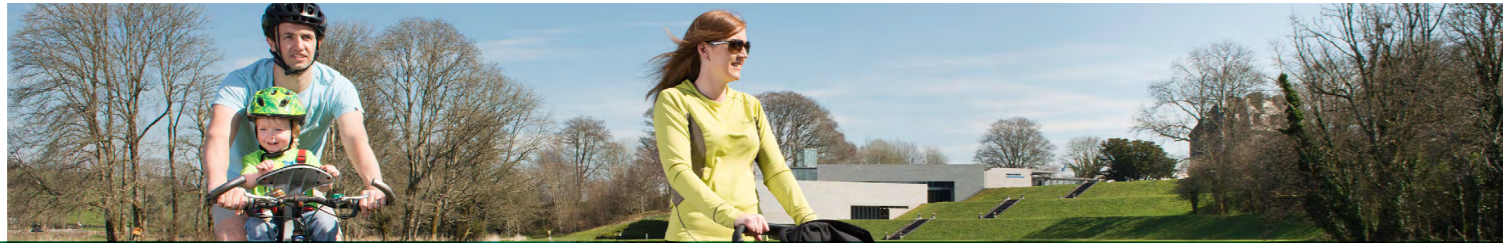
- We will utilise a cross departmental approach to ensure that the provision of additional private, affordable and social housing units is prioritised and supported in all areas of the County.
- Implement and deliver the vision and objectives outlined in the Mayo Housing Strategy and the Mayo Housing Delivery Action Plan to effectively plan for and meet the housing needs of all citizens.
- We will proactively implement any new Government Policy on housing including new or revised Government schemes to deliver additional housing together with any update of the National Planning Framework.
- We commit to delivering on our social and affordable housing targets including our Traveller Accommodation commitments.
- We will deliver the vision and ambition of the West Region Homelessness Action Plan for the prevention and elimination of homelessness within the County.
- We will continue to focus on town centre and rural regeneration through the Croi Conaithe Vacant and Derelict Homes Schemes while also utilising the Derelict Sites Legislation and the Town Centre First approach.
- 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 utilities and relevant state agencies.
- We commit to working hard to address any impediments to housing development that are within our statutory and financial capacity.
- We support future growth based on the principles of sustainable development which delivers a high quality living and working environment that meets the needs of all residents.
- We will examine the barriers to development in our smaller, unserved, towns and villages and work with other relevant stakeholders on their resolution.



These goals contribute primarily to SDGs: 6, 7, 9, 10, 11, 13, 14 & 15



- Advance key infrastructure projects over the lifetime of the Corporate Plan as identified as key economic drivers in the County Development Plan or as outlined in our three-year Capital Programme.
- Continued improvement and restoration of our National Road Network in collaboration with Transport Infrastructure Ireland.
- Promote all our significant road projects outlining clearly the need for same to TII including the proposed town bypasses currently being examined.
- Continued improvement and restoration of our Regional and Local Road Network, including Safety Schemes, in line with Department of Transport regulations.
- Complete the upgrade and improvement to public lighting including the energy retrofitting programme.
- Complete all Capital projects that are co-funded under URDF, RRDF, TVRS, ORIS, CLAR, LSSIF and other capital grant funded programmes.
- Improve and enhance our walking and cycling infrastructure including Greenways in partnership with the National Transport Authority and Transport Infrastructure Ireland.
- Support the investment in sustainable travel infrastructure and connectivity and improvements to facilities for Local and Inter-Urban bus services.
- Continue to advance a programme of work in respect of Piers and Harbours.
- Work closely with Uisce Eireann to ensure that deficiencies in water and wastewater capacity are addressed.



3 Strategic Goals & Objectives

Objective 3

Public Service Delivery in a sustainable manner

- We will continually review our service delivery arrangements to ensure that we are responding to people's needs in an efficient, effective and timely manner.
- We will progress a process of organisational review to ensure that we secure value for money across all areas of activity.
- We will seek to maximise the use of Innovation and ICT capacity to continually update our work practices and to enhance the delivery of public services to the people of Mayo.
- We will complete a revised Workforce Plan for Mayo County Council in order to assess our existing capacity versus current and future needs.
- We will lead on embedding sustainable development principles in our work practices and programmes by actively demonstrating the connection between our activities and sustainable development goals.
- We commit to focussed, employee training & development to improve customer service and to build capabilities in necessary skillsets.
- We will lead by example in our role as Sustainable Development Goal Champion.
- We will develop Public Procurement Policies that reflect the SDG goals and our Public Sector Duty requirements.
- We will continue to improve our engagement with our communities and stakeholders to maximise opportunities for public participation.



These goals contribute primarily to SDGs 10, 16, 17



4 Strategic Goals & Objectives

Objective 4

Leading Climate Action

- We will reduce Mayo County Council's emissions by 51% by 2030.
- We are committed to implementing the actions in the Mayo County Council Climate Action Plan 2024-2029.
- We will undertake a lead role in advocating, co-ordinating and facilitating climate action with and within communities and the various sectors within our County to assist them in their own climate transition journey.
- To enhance understanding, valuing, nurturing and protection of Mayo's heritage and conservation for future generations through evidence based, inclusive and climate conscious actions.



These goals contribute primarily to SDGs: 7, 11, 13, 15, 17





5 Strategic Goals & Objectives
Objective 5
Inclusive Leadership

- Supporting our elected members in delivering their democratic mandate and in their inclusive leadership role.
- Implementing the Public Sector Duty by developing our organisational capability to work towards the elimination of discrimination, promote equality of opportunity and protect the human rights of our elected members, staff and service users.
- Supporting the equality function in the organisation and the work of the Equality Action Team, implementing positive action policies and initiatives and leading equality, inclusion and diversity development.
- Committing to meaningful and inclusive community engagement and reaching out to those who are most marginalised.
- Co-creating with our external stakeholders to ensure our service delivery meets the needs of our diverse communities.
- Utilise the Local Community Development Committee to maximum effect in reaching marginalised citizens and providing supports.
- We will seek to continue to improve our engagement with our communities maximising opportunity for public participation and input.



These goals contribute primarily to SDGs: 10, 16, 17



Strategic Goals & Objectives
Objective 6
Building Resilient Communities

6

- Supporting the delivery of local and community infrastructure and services and the delivery of town and village regeneration.
- We will continue to nurture our connections with the 3.5 million Mayo Diaspora worldwide through maintaining strong links with the Diaspora network, regular visits and through celebrating Mayo Day.
- Delivering the Mayo Age Friendly Strategy to enhance the quality of life of older people in Mayo.
- Promoting healthy communities through various programmes including those delivered by Mayo Sports Partnership.
- Developing our library services to provide equitable access to information, knowledge and learning and as welcoming community spaces.
- Enabling creativity in our communities through supporting a county of diverse voices, language, traditions and creative endeavours and through the inclusion of artists with a disability in our programming.
- Supporting the Irish Language and strengthening and supporting the human, linguistic, cultural, economic and community infrastructure in the Gaeltacht.
- Supporting our Island Communities with a focus on revitalising our islands, diversifying the Islands' economies, and protecting their natural and physical heritage.
- Work closely with ATU and MSLETB to maximise the education and training opportunities made available to the people of Mayo.
- Supporting community wealth building and social enterprise related to energy, circular economy, tourism, culture.



These goals contribute primarily to SDGs: 3, 5, 10, 11



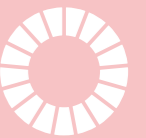
Strategic Goals & Objectives

Objective 7

Leading Economic Development

7

- With our regional partners advocate for regional policies to address our current status of a Region in Transition.
- Prepare and publish an overall Economic Strategy for County Mayo.
- Promote Mayo as a world class place to do business.
- Position Mayo as a premier tourist destination by driving the growth of tourism in Mayo and by developing a new Tourism Strategy.
- Working collaboratively with local, regional, and national agencies to develop sustainable enterprise and a strong Mayo economy.
- Proactively engage with Government Departments and State Agencies to ensure that infrastructural deficits and other impediments to development in Mayo are reduced or removed.
- Developing strategic initiatives to support Mayo's maritime and renewable energy sectors supported through a Marine Strategy and a Renewable Energy Strategy for economic development.
- Utilise Mayo County Council's land bank to maximum effect through a combination of site development, collaboration with others and sale to new or expanding businesses
- Provide assistance to IDA Ireland to develop their existing lands in Mayo and to secure addition lands for development including the construction of advance facilities.
- Advance the development of sites and the preparation of a longer term strategy with the Inter-agency steering committee for the Strategic Development Zone at Ireland West Airport.
- Promoting enterprise development and employment opportunities and creating a supportive eco-system for developing enterprise in Mayo.
- Leading the transition towards a more sustainable and circular economy by supporting businesses to be more innovative and resource efficient.
- Providing direction and vision in digital and innovative transformation.



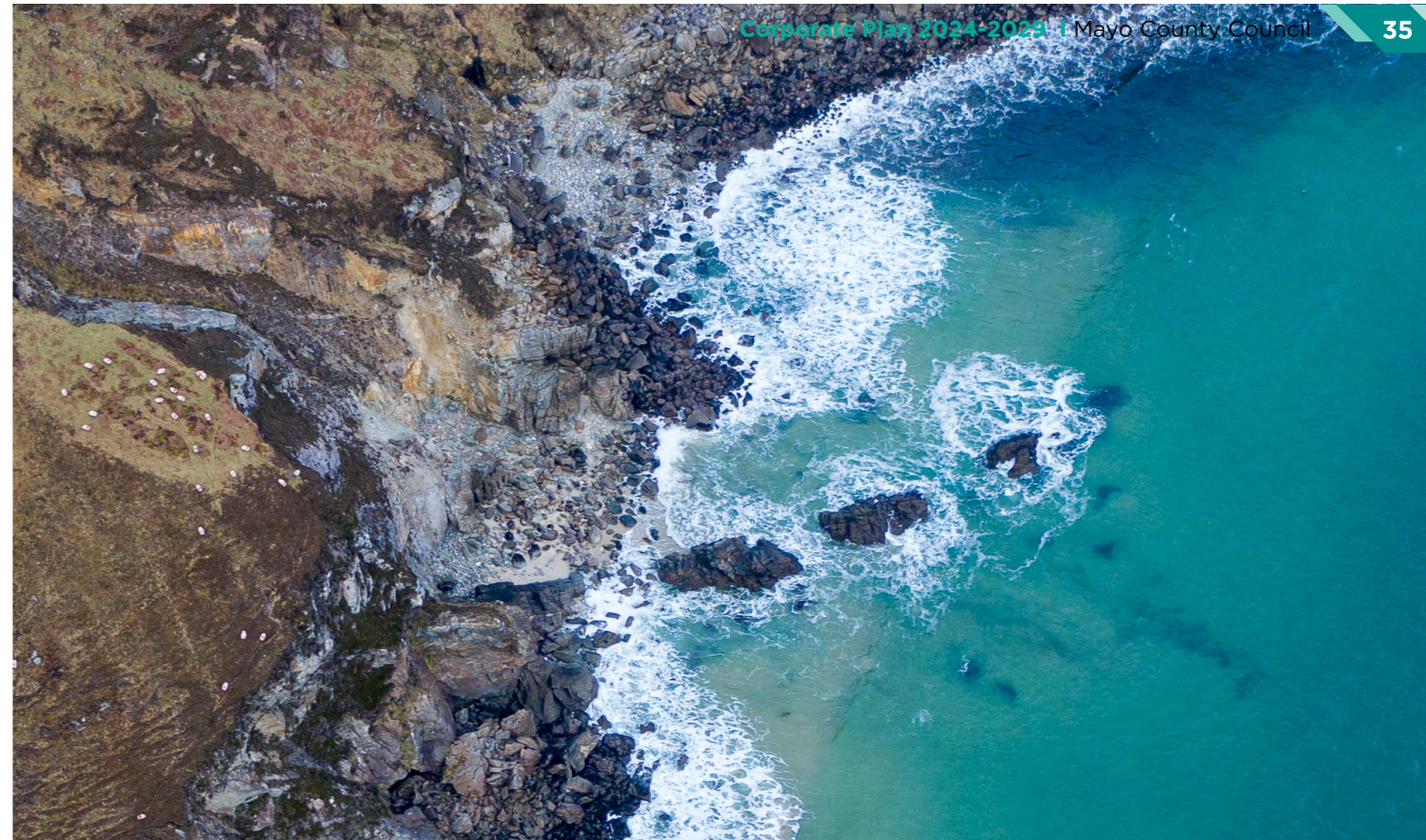
These goals contribute primarily to SDGs: 3, 8, 9, 10, 11





7

Service Delivery



Mayo County Council is at the heart of the local community and is the key provider of economic and social development in Mayo. As the democratic leader of the County, we represent the people, while delivering vital local services which are central to the quality of life of everybody who lives in, works in and visits Mayo.

As the leading public sector body in Mayo, Mayo County Council also support and facilitate other stakeholders who are responsible for key public services. The Council is central to making Mayo, sustainable, inclusive, thriving and proud.

Mayo County Council is community-centred and people-focused, our mission, as the democratic body representing the people of Mayo, is to meet our commitments to our communities. We represent the people through our councillors, and our staff also work to make a positive contribution to the development of County Mayo, now and into the future. Our principal activities are aligned with our key vision and values.



Mayo County Council delivers over one thousand individual services across five Directorates:



1

Water Services, Environment Climate Change & Agriculture, Emergency Services & Administration of the Castlebar Municipal District.



2

Financial Management, Information Systems and Motor Taxation



3

Housing, Roads, Architectural Services and Administration of the Claremorris Swinford Municipal District.



4

Enterprise & Economic Development, Community Engagement, Tourism & Leisure, Marine, Town Centre First, Library Service & Administration of the Westport Belmullet Municipal District.



5

Planning, Human Resources, Communications, Corporate Development & Administration of the Ballina Municipal District. Property, Strategic Capital Delivery, Internal Audit, Procurement and Organisational Change





8 Implementation & Monitoring

The Corporate Plan aligns with national policy and strategies that will influence the work of Mayo County Council over the next five years.



The corporate plan goals and objectives are monitored regularly and reviewed to ensure our citizens experience the valued output of this ambitious plan. The baseline data contained in the Appendix provides high-level indicators that will be used to monitor progress. An Annual Service Delivery Plan will be prepared for each year of the Corporate Plan with Directorate Plans, Team Plans and individual Personal Development Plans providing a clear link between our Corporate Strategy and individual performance.

Continuous assessment of this plan will take place in the form of the Monthly Chief Executives report, The Councils Annual Report, NOAC indicators, yearly Corporate Plan reviews and Annual Financial Statement

and Audit Reports. Each review mechanism will provide for the opportunity for corrective action where necessary and may be in the form of amendments to budget allocation or resource allocation as appropriate.

The National Oversight and Audit Commission (NOAC) is the statutory body overseeing the local government sector. NOAC's functions involve the scrutiny of performance generally and financial performance specifically, supporting best practice, overseeing implementation of national local government policy and monitoring and evaluating implementation of corporate plans, adherence to service level agreements and public service reform by local government bodies.

Key NOAC Performance Indicators

-the table shows the 45 indicators we report on across 11 service areas

<p>CORPORATE</p> <p>C1: Total Number of WTEs</p> <p>C2: Working Days lost to Sickness</p> <p>C3: Local Authority Website & Social Media Usage</p> <p>C4: Overall Cost of ICT Provision per WTE Overall cost of ICT as a proportion of Revenue Expenditure.</p> <p>ENVIRONMENT / WASTE</p> <p>E1: Number/% of Households availing of a 3 bin service</p> <p>E2: % of Environmental Pollution Complaints Closed.</p> <p>E3: % of Local Authority Area within the 5 levels of litter pollution</p> <p>E4: % of schools that have been awarded</p> <p>E5: Green Flag Status</p> <p>FIRE SERVICES</p> <p>F1: Cost per Capita of the Fire Service</p> <p>F2: Service Mobilisation</p> <p>F3: Percentage Attendance Times at Scenes</p>	<p>H HOUSING</p> <p>H1: Social Housing Stock</p> <p>H2: Housing Vacancies</p> <p>H3: Average Re-letting Time & Direct Costs</p> <p>H4: Housing Maintenance Direct Costs</p> <p>H5: Private Rented Sector Inspections</p> <p>H6: Long-term Homeless Adults</p> <p>J ECONOMIC DEVELOPMENT</p> <p>J1: Number of Jobs created</p> <p>J2: Trading Online Vouchers</p> <p>J3: Number of Mentoring Recipients</p> <p>J4: Tourism</p> <p>L LIBRARY</p> <p>L1: Library Visits & Issues</p> <p>L2: Cost per Capita of Operating a Library Service</p> <p>F FINANCE</p> <p>M1: 5 Year Summary of Revenue Account Balance</p> <p>M2: 5 Year Summary of % Collection Levels for Major Revenue Sources</p>	<p>P PLANNING</p> <p>P1: New Buildings Inspected</p> <p>P2: Number/% of Planning Decisions confirmed by An Bord Pleanála</p> <p>P3: % of Planning Enforcement cases closed as resolved.</p> <p>P4: Cost per Capita of the Planning Service</p> <p>P5: Applications for Fire Safety Certificates</p> <p>R ROADS</p> <p>R1: Pavement Surface Condition Index [PSCI]</p> <p>R2: Ratings</p> <p>R3: Road Works % of Motor Tax Transactions conducted online</p> <p>W WATER</p> <p>W1: % Drinking Water in Private Schemes in compliance with Statutory Requirements</p> <p>Y YOUTH/COMMUNITY</p> <p>Y1: Participation in Comhairle na nÓg Scheme</p> <p>Y2: Groups associated with the Public Participation Network [PPN]</p>
---	--	---

REPORTING

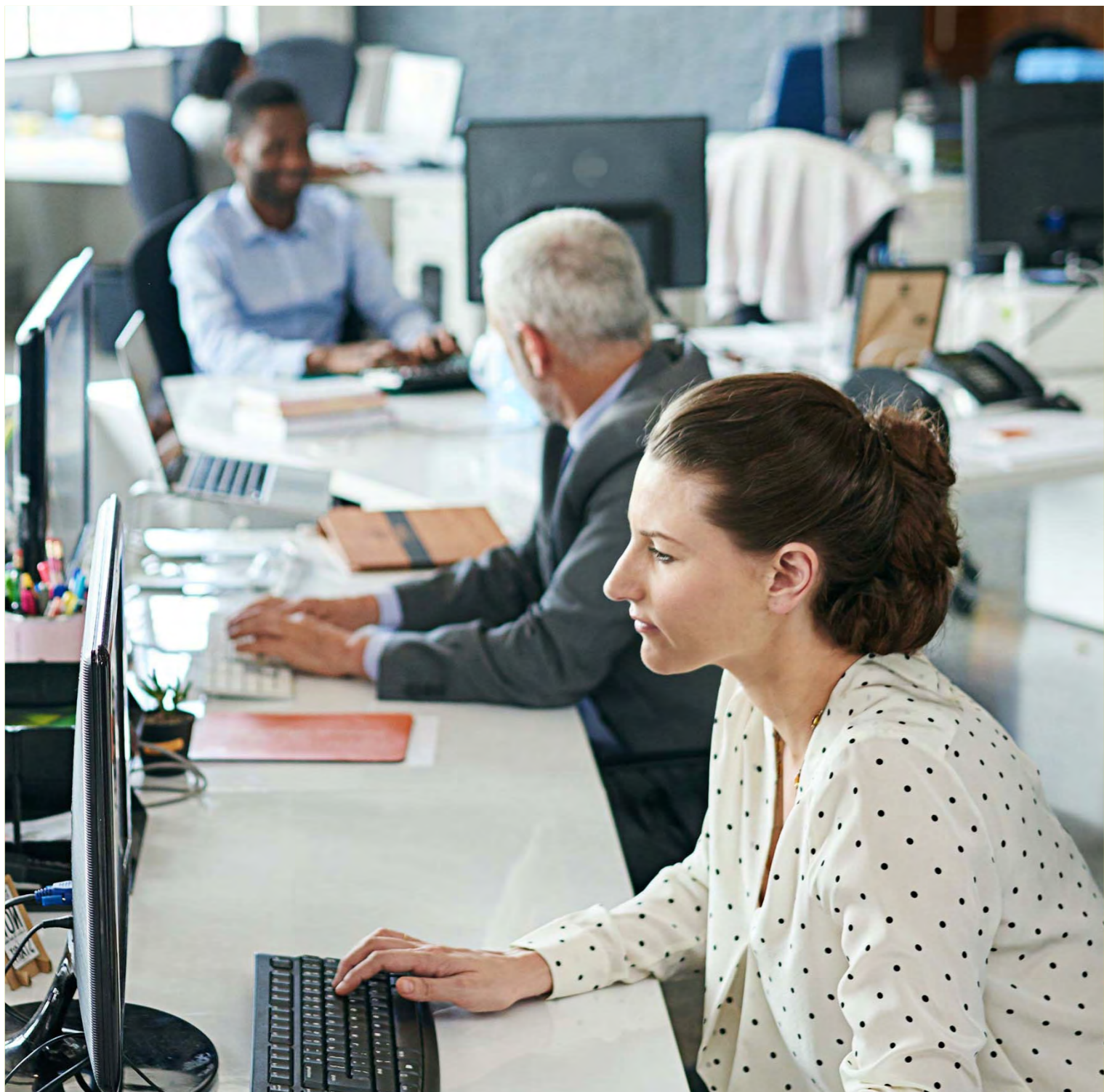
The **Annual Service Delivery Plan** underpins the objectives set out in the Council's Corporate Plan and identifies, with measurable targets, the principal services which the Council intends to deliver over the course of the year.

The Annual Service Delivery Plan is adopted by the Elected Members.

The **Annual Report** provides a comprehensive review of the principal services in the previous year.

The **Chief Executive Report** is provided on a monthly basis as part of the plenary meeting of the full Council.





9 Commitment to our Staff

COMMITMENT TO OUR STAFF

Our staff are the most important drivers of success in Mayo County Council and are fully committed to delivering on the key objectives set out in this plan.



Mayo County Council will put the supports in place so that our staff are empowered to thrive individually, in teams and in the Directorates in which they work.

We recognise that staff are a key element in implementing the objectives of this Plan. We commit to supporting our staff in continuous learning and development. A Workforce Plan will be developed to identify the resources required to deliver on the strategic objectives outlined in this plan. We are fully committed to ensuring that staff are enabled to continue to contribute to and deliver on the objectives and to help the organisation respond to the changing requirements arising from an ageing and more diverse population.

A blended working policy is in place and blended working is availed of by 35% of

the workforce. The benefits of this are both environmental and social, reducing the commuting time for staff with positive results both in terms of carbon saving and employee work life balance.

Despite facing various challenges including a highly competitive and mobile labour market, changing demographics and new and evolving responsibilities for local government, we commit to delivering initiatives aimed at the efficiency, effectiveness and well-being of our workforce.

PERFORMANCE MANAGEMENT AND DEVELOPMENT:



The performance management system enables regular feedback, coaching and recognition of employees. The individual objectives of staff are linked through

this process to organisational goals and is embedded across professional, technical, clerical, and administrative officers. Training needs information collated as part of the process forms the basis of our Annual Training and Development Plan and allows for a more strategic approach to investment and coordination of training.

EMPLOYEE WELL-BEING AND WORK-LIFE BALANCE:

Recognising the importance of employee well-being, various initiatives have been implemented to support mental health, work-life balance and overall wellness. Flexible work arrangements, Employee Assistance Programmes, and wellness activities have been instrumental in promoting a healthy work environment. An Interdepartmental Wellbeing Working

Group is established, and a three-year strategy (2023-2026) has been devised.

Mayo County Council commits to striving to being an employer of choice in the county, offering an excellent work life balance, career progression and a quality of life that is unique to Mayo. We invest in our people to ensure that we retain the organisational knowledge, skills and talent and provide a supportive work environment.





10 Operating Environment

ORGANISATIONAL STRUCTURE

raise, discuss, and decide on local matters relevant to the MD.

ELECTED MEMBERS

Mayo County Council has thirty elected members across six electoral areas. The full council meets once a month, and each municipal district meets once a month.

The Elected Members perform functions known as reserved functions such as decisions on Policy, deciding on Annual budgets, approve programmes of Capital funded works, adopting the Annual Financial Statement, adopting the County Development Plan, Local Area Plans & strategies, appointment of Chief Executive, planning consents for certain works, allocation of funding for grant schemes and other schemes of assistance.

Elected Members also play an important representational role in that they represent the needs of the electorate of County Mayo.

MUNICIPAL DISTRICTS

A municipal district is an area of a council area that comprises one or more electoral area. In Mayo there are four Municipal Districts (MDs):

- Castlebar
- Ballina
- Claremorris-Swinford
- Westport-Belmullet

Each MD elects a Cathaoirleach & Leas Cathaoirleach annually. The MDs adopt schedules of works, have authority to perform reserved functions, monitor the implementation of programmes of work,

POLICY DEVELOPMENT & THE STRATEGIC POLICY COMMITTEES

Councillors are members of Strategic Policy Committees (SPC) along with sectoral representatives. It is the task of the SPCs, as committees of the council, to advise and assist the council in the formulation, development and review of policy. They have no remit in relation to routine operational matters regarding the delivery of services. The chairperson of each committee is appointed by the local authority while the sectoral interests are nominated by their organisation/group.

Mayo County Council has six Strategic Policy Committees:

MAYO COUNTY COUNCIL STRATEGIC POLICY COMMITTEES	
1.	Housing
2.	Climate change and Environment
3.	Roads and Sustainable Travel
4.	Economic and Enterprise Development.
5.	Planning and Corporate Development.
6.	Community, Integration and Recreation.

The chairs of the SPCs also come together to meet as required as a Corporate Policy Group (CPG).

LOCAL COMMUNITY SAFETY PARTNERSHIP

The Local Community Safety Partnership (LCSP) replaced the Joint Policing Committee and brings together a range

of service providers and the community, to examine and deliver on actions that will improve community safety in their localities.

A local community safety plan will be developed and the LCSP will be responsible for driving forward its implementation so that it delivers tangible benefits in the community.



BALLINA MUNICIPAL DISTRICT



Annie Mae Reape

Pearse Street, Ballina

Party: Fianna Fáil
T: 096 77613 / 087 2250 745
E: cllramreape@MayoCoCo.ie



Jarlath Munnelly

(Leas-Cathaoirleach Ballina MD)

The Acres, Killala
Occupation: Teacher
Party: Fine Gael
T: 087 9832 931
E: cllrjmunnelly@mayococo.ie



Joe Faughnan

Coolcronan, Foxford

Party: Non Party
T: 087 9245983
E: cllrjfaughnan@mayococo.ie



John O'Hara

(Cathaoirleach Mayo County Council)

Grove House, Bonniconlon
Occupation: ESB Technician
Party: Fine Gael
T: 087 2942 949
E: cllrjohara@mayococo.ie



Mark Duffy

Walsh Street, Ballina,

F26T9Y2
Party: Non Party
T: 086 0523 066
E: cllrmarkduffy@mayococo.ie



Michael Loftus

(Cathaoirleach Ballina MD)

Lake Road, Crossmolina
Occupation: Company Director
Party: Fianna Fáil
T: 087 6849 130
E: cllrmloftus@MayoCoCo.ie

CASTLEBAR MUNICIPAL DISTRICT



AI McDonnell
(Leas-Cathaoirleach Castlebar MD)
Castle Street, Castlebar
Occupation: Auctioneer
Party: Fianna Fáil
T: 094 9029 039 / 086 8109 499
E: cllramcdonnell@MayoCoCo.ie



Blackie K. Gavin
Sion Hill, Castlebar
Occupation: Plumber
Party: Fianna Fáil
T: 094 9022 171 / 087 2490 933
E: cllrbgavin@mayococo.ie



Cyril Burke
DNG Cyril Burke, Lincenhall Street, Castlebar
Occupation: Auctioneer
Party: Fine Gael
T: 087 6891 821
E: cllrcburke@MayoCoCo.ie



Donna Sheridan
(Cathaoirleach Castlebar MD)
Newtown, Castlebar, Co. Mayo
Occupation: Teacher
Party: Fine Gael
T: 087 6723 532
E: cllrdonnasherdan@MayoCoCo.ie



Ger Deere
Drumnacarta, Castlebar
Occupation: SNA
Party: Fine Gael
T: 087 7724 419
E: cllrgerdeere@MayoCoCo.ie



Harry Barrett
The Brambles, Pontoon Road, Castlebar
Party: Non Party
T: 085 2516626
E: cllrhbarrett@mayococo.ie



Michael Kilcoyne
9 Turlough Road, Castlebar
Occupation: Funeral Director
Party: Non Party
T: 087 2648 869
E: cllrmkilcoyne@mayococo.ie

CLAREMORRIS SWINFORD MUNICIPAL DISTRICT



Adrian Forkan
Old. Rd., Treenkeel, Kiltimagh, Co. Mayo
Party: Fianna Fáil
T: 086 1427136
E: cllraforkan@mayococo.ie



Alma Gallagher
(Leas-Cathaoirleach Claremorris Swinford MD)
Foxglove Drive, Abbeyquarter, Ballyhaunis
Party: Fine Gael
T: N/A
E: cllragallagher@mayococo.ie



Damien Ryan
(Cathaoirleach Claremorris Swinford MD)
Milehill, Ballinrobe
Occupation: Public Representative
Party: Fianna Fáil
T: 094 9541 576 / 087 6992 564
E: cllrdryan@MayoCoCo.ie



Gerry Murray
The Square, Charlestown
Occupation: Public Representative
Party: Sinn Fein
T: 094 9254 736 / 086 3629 792
E: cllrgmurray@mayococo.ie



John Caulfield
Swinford Road, Kilkelly
Occupation: Decorator
Party: Fianna Fáil
T: 087 3134 446
E: cllrjohncaulfield@MayoCoCo.ie



Michael Burke
Convent Road, Ballinrobe
Occupation: Businessman
Party: Fine Gael
T: 087 2268 015
E: cllrmichaelburke@mayococo.ie



Neil Cruise
Swinford Road, Foxford
Occupation: Publican
Party: Fine Gael
T: 086 8388 778
E: cllrneilcruise@MayoCoCo.ie



Patsy O'Brien
Robeen, Hollymount
Occupation: Irish Rail Employee / Farmer
Party: Non Party
T: 094 9540 418 / 087 6184 844
E: cllrpobrien@mayococo.ie



Paul Lawless
Churchfield, Knock, Claremorris
Party: Aontú
T: 086 0865117
E: cllrplawless@mayococo.ie



Richard Finn
Birchfield, Claremorris
Occupation: Politician
Party: Non Party
T: 094 9362 216 / 087 2536 343
E: cllrrfinn@mayococo.ie

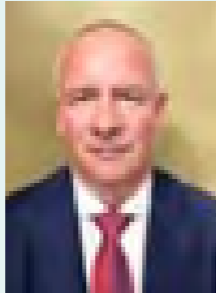
WESTPORT BELMULLET MUNICIPAL DISTRICT



Brendan Mulroy

(Leas-Cathaoirleach Mayo County Council)

4 St. Patrick's Terrace, Westport
Occupation: Western Care
Employee
Party: Fianna Fáil
T: 087 9820 542
E: cllrbrendanmulroy@MayoCoCo.ie



Chris Maxwell

Ballyhip, Louisburgh

Party: Independent Ireland
T: 087 2267906
E: cllrcmaxwell@mayococo.ie



Gerry Coyle

Doolough, Geesala, Ballina

Occupation: Self-employed
Party: Fine Gael
T: 087 2441 380 / 097 82280
E: cllrgcoyle@mayococo.ie



John O'Malley

Carraholly, Westport

Party: Non Party
T: 087 2072 206
E: cllrjohnomalley@mayococo.ie



Paul McNamara

Sraheens, Achill

Occupation: Businessman
Party: Fianna Fáil
T: 086 2210 048
E: cllrpaulmcnamara@MayoCoCo.ie



Peter Flynn

(Leas-Cathaoirleach Westport
Belmullet MD)

Quay Road, Westport
Occupation: Accountant (FCCA)
Party: Fine Gael
T: 087 6624 898
E: cllrpeterflynn@MayoCoCo.ie



Sean Carey

(Cathaoirleach Westport
Belmullet MD)

Gladree, Belmullet
Party: Fianna Fáil
T: 087 9623 799
E: cllrseancarey@mayococo.ie

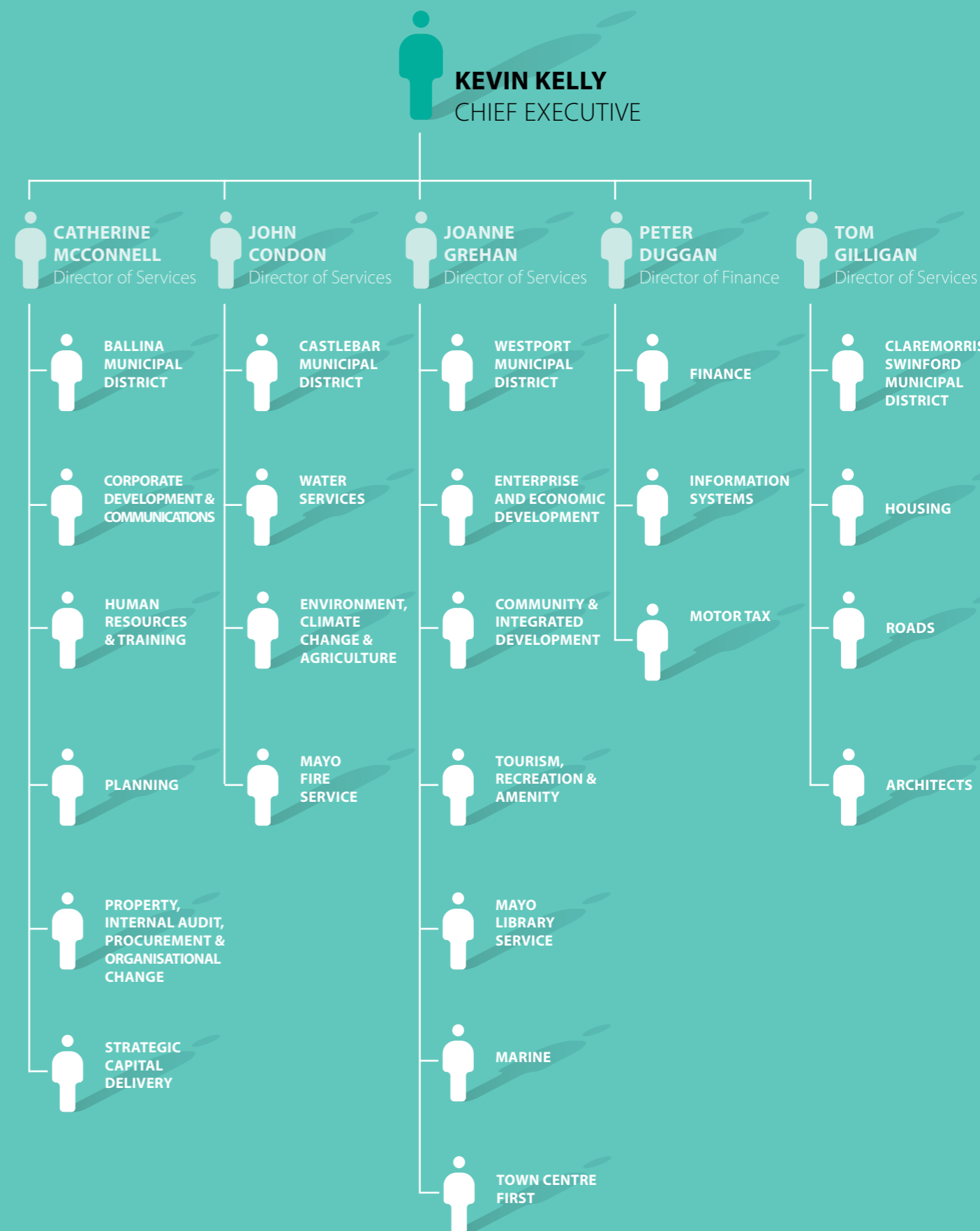
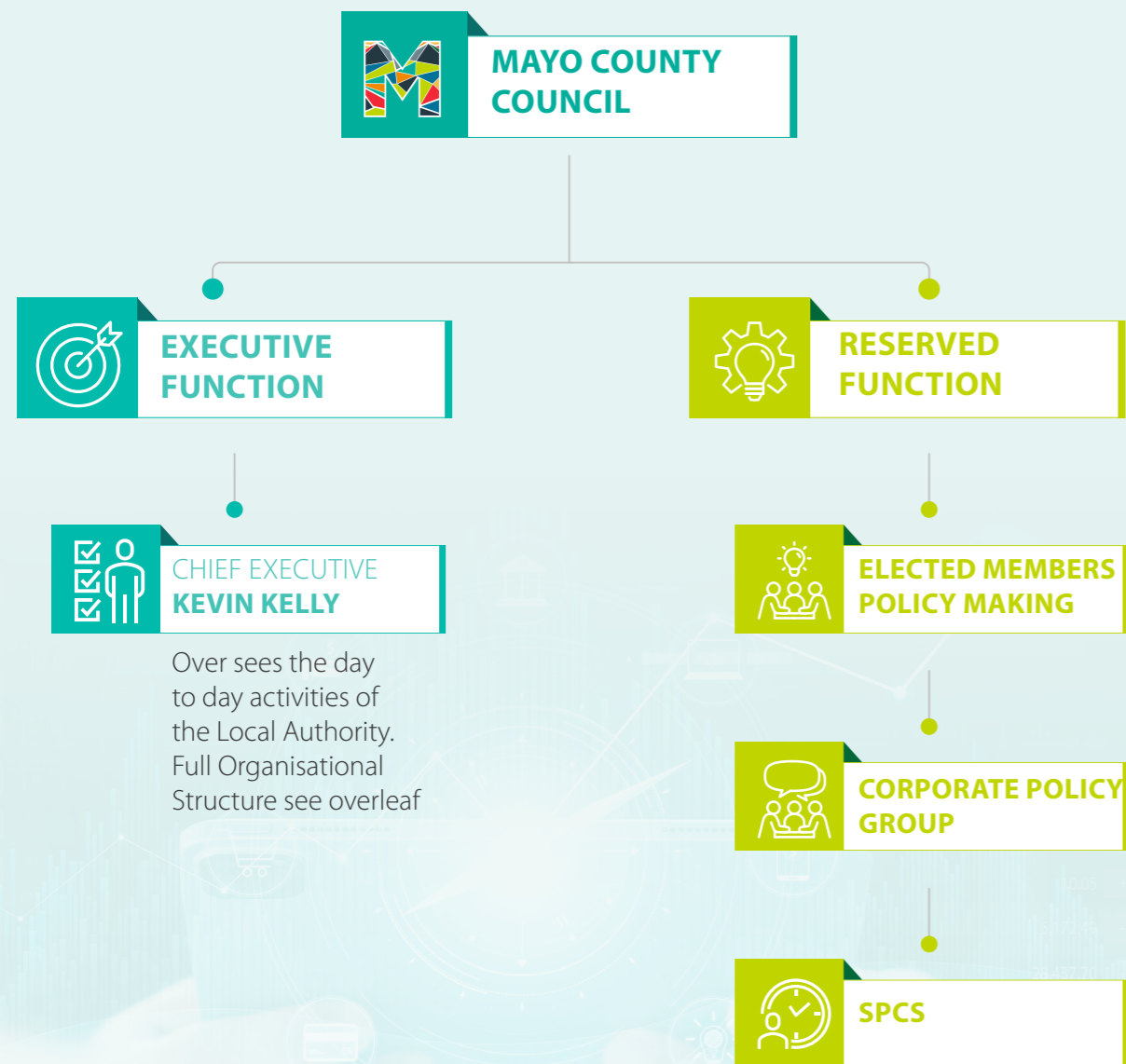


SENIOR MANAGEMENT TEAM

The Senior Management Team led by the Chief Executive has responsibility for the efficient and effective management of the Council and the delivery of its services within available resources. With some 1,200 staff, Council employees come

from a wide range of professional backgrounds with diverse skill sets, qualifications, and experience.

ORGANISATIONAL STRUCTURE





THE STRATEGIC CONTEXT

Mayo County Council operates within the context of national, regional and local policies and plans.

01



Human Rights

Public Sector Equality and Human Rights Duty places a responsibility on all public bodies to promote equality, prevent discrimination and protect the human rights of its staff and customers alike. We will ensure that equality and human rights considerations are factored into the day-to-day operations of Mayo County Council.

02



Economic Development Mayo

Local Economic and Community Plan (LECP) for the period 2023 - 2029. The plan sets out objectives and actions needed in County Mayo to:

- Promote and support local and community development
- Promote and support economic development

03



Tourism Strategy

Promotes and facilitates a sustainable and well managed year-round, high-quality tourism industry that generates economic benefits to all areas of the county, thereby contributing to the wider tourism industry of the region

04



Mayo Climate Action Plan

Mayo Climate Action Plan

Sets out how we will be responsible for enhancing climate resilience, increasing energy efficiency, and reducing greenhouse gas emissions, across our own assets, services, and infrastructure and also demonstrating a broader role of influencing, advocating, and facilitating other sectors, to meet their own climate targets and ambitions. Heritage & Biodiversity Strategy 2024-2030 -identifies, raises awareness and promotes the conservation of the built, natural and cultural heritage of the county.

05



Mayo Age Friendly Strategy 2022-2026

Mayo Age Friendly Strategy 2022-2026

Seeks to enhance the quality of life of older people in County Mayo, using the Age Friendly Alliance, a multi-agency approach to significantly enhance the quality of life of older people living in Mayo.

06



The Mayo County Development Plan 2022-2028

The Mayo County Development Plan 2022-2028

Sets out the roadmap for the overall proper planning and sustainable development of County Mayo over the plan period.

EXTERNAL ENVIRONMENT

POPULATION & DEMOGRAPHICS

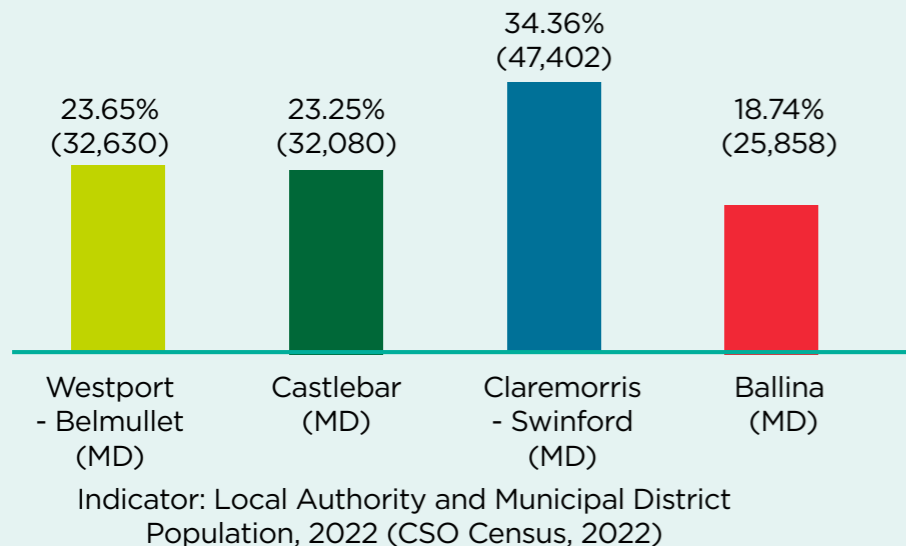
County Mayo has a total population (Census 2022) of 137,970. While the county's population has grown modestly over recent decades, its level of growth lags that of the State. Between 1991 and 2022, County Mayo's population increased by just over 24%, while that of the State increased by over 46%. Over the past thirty years, rates of growth

have been higher in and around Castlebar and Westport and in the south of the county, including in and around Claremorris, than in the north and west of the county.

Demographic projections indicate that Mayo will experience the lowest level of population growth (just 2%) of any local authority area in Ireland. At the same time, the projections point to a need to cater for a significant ageing of the population.

STÁISIÚN DÓITEÁIN CHROIS MHAOILÍONA CROSSMOLINA FIRE STATION





Low Population Density

County Mayo's population density is 24.6 persons per km² – the second lowest after Leitrim among the counties of Ireland. Mayo is predominantly a rural county, and while the main population centres (most notably Castlebar and its environs) has been growing in recent years, the majority of the county's population resides in smaller towns, villages and rural areas.

An ageing population

Mayo has the highest average age nationally (41.6 years) and 20% of our population are aged 65 or over.

Age Dependency

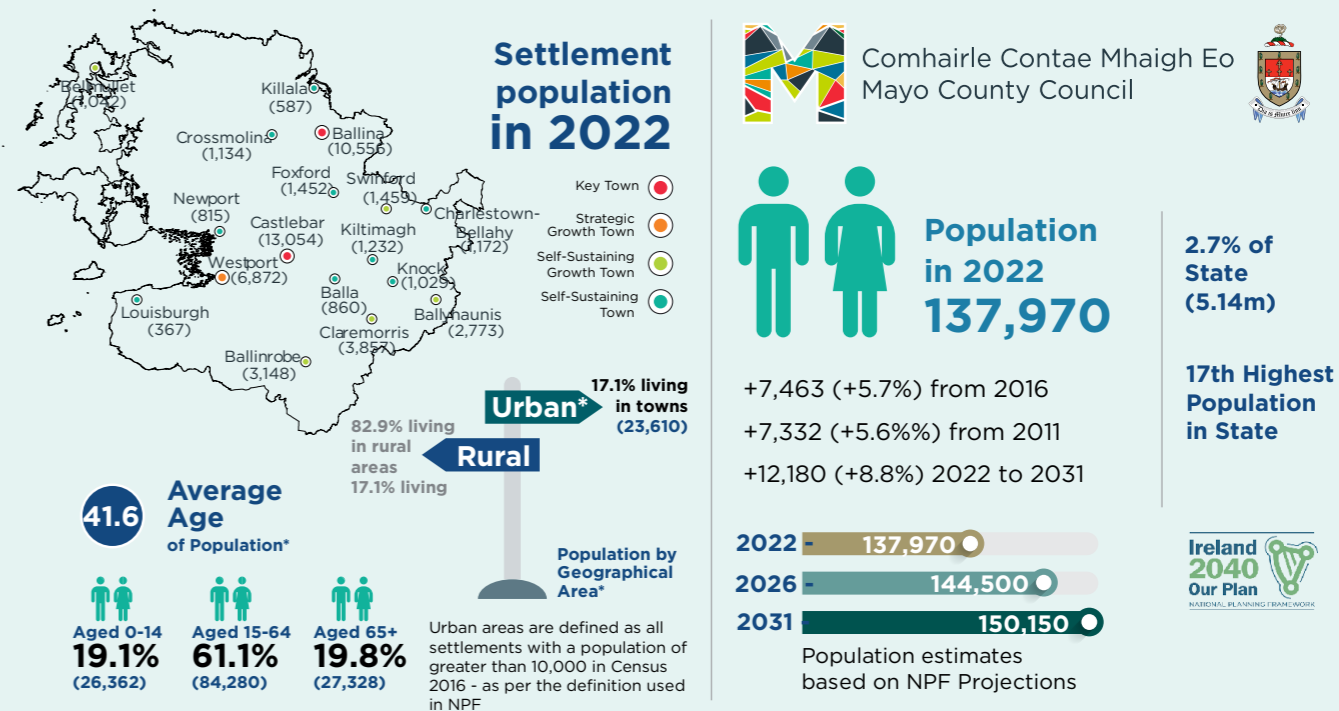
Age dependency is a ratio calculated by comparing the proportion of people

both under 15 and over 64 years with the working age population, which is defined here as those between 15 and 64 years of age. old dependency ratio compares the number of people aged over 64 with the working age population. The rate for Mayo is 63.7 (the national rate is 53.2).

Population Diversity

In terms of nationality and ethnicity, County Mayo is more homogenous than most other Irish counties, but diversity is increasing. Since 2022, communities have welcomed new arrivals, many of whom are now working in the county and contributing to civic life.

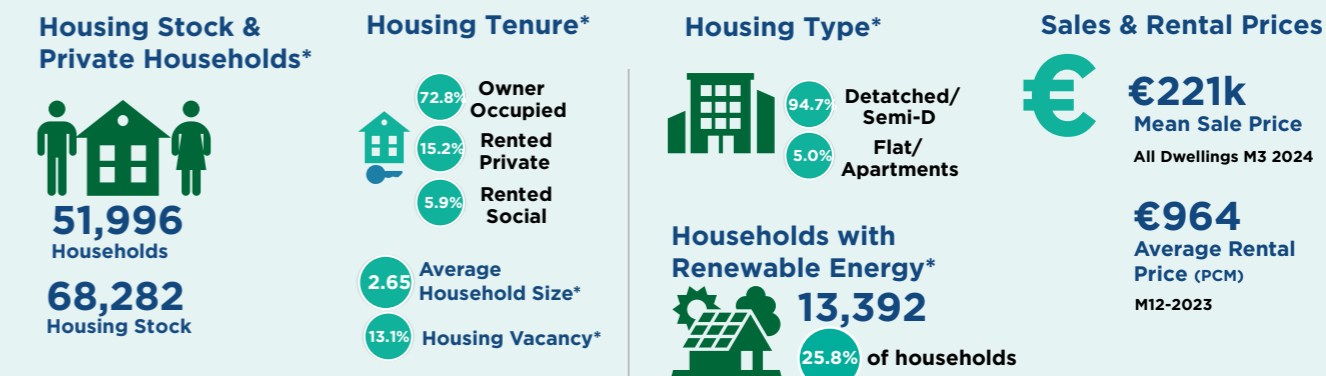
SOCIO-ECONOMIC PROFILE 1



Our Community



Homes & Housing



SOCIO-ECONOMIC PROFILE 2

Education

Education Attainment (Pop 15+ in Mayo)*



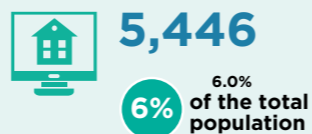
- 13% No Formal/Primary
- 14.1% Lower Secondary
- 21.3% Higher Secondary
- 13.5% Technical/Apprenticeship
- 33.3% Third Level (Degree)
- 8.7% Third Level (Post-Grad/PhD)

Getting to Work

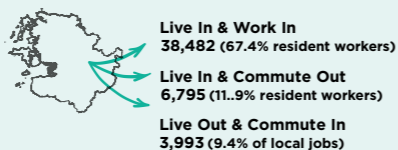
Average Travel Time of Commuters* (to Work)



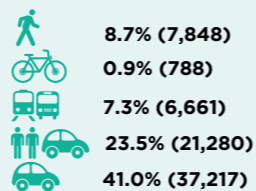
Working from Home



Commuter Flows in Mayo Count (2022 data)

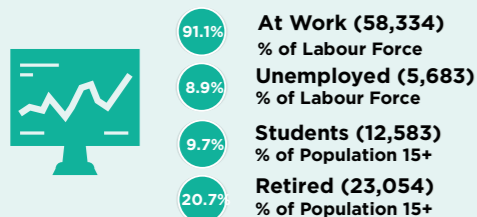


Means of Travel* to Work & Education



Economy, Jobs & Income

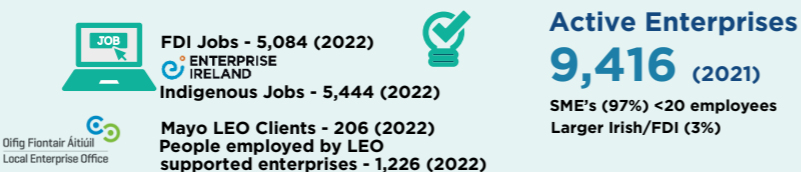
Economic Status - At Work & Unemployed*



Top 3 Employment Sectors (2022 data)



Average Disposable Income per person 2021
€21,848 (16th highest in State)



Infrastructure & Facilities

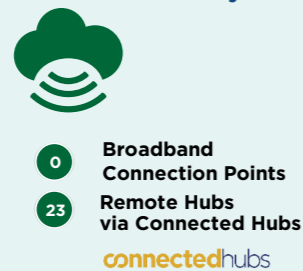
Average Travel Time to Dublin Airport



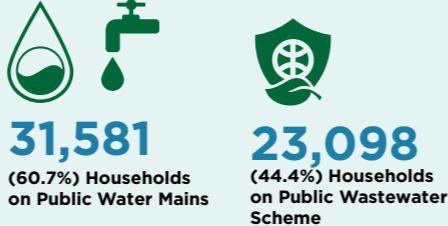
Access to Broadband



Remote Hubs and Connectivity



Water and Wastewater Facilities*



* Data sourced from CSO Census 2022

COLLABORATIVE PARTNERSHIPS

Mayo County Council works closely with multiple stakeholders to deliver services for the people of Mayo. (some of our partners are depicted below)



STRATEGIC CHALLENGES IN THE OPERATIONAL ENVIRONMENT

DEMOCRACY, PUBLIC SERVICE, AND TRUST

Local democracy is an essential part of representative democracy. Democratic representation, oversight and local political leadership brings accountability, responsiveness to local needs, and encourages citizen participation in decision-making. Supporting and strengthening local democracy through good governance and transparency, enhanced citizen engagement, and promoting the leadership role of the elected members are core to our work.

We commit to supporting our Elected Members who operate in an increasingly challenging environment. Social fragmentation, misinformation, security

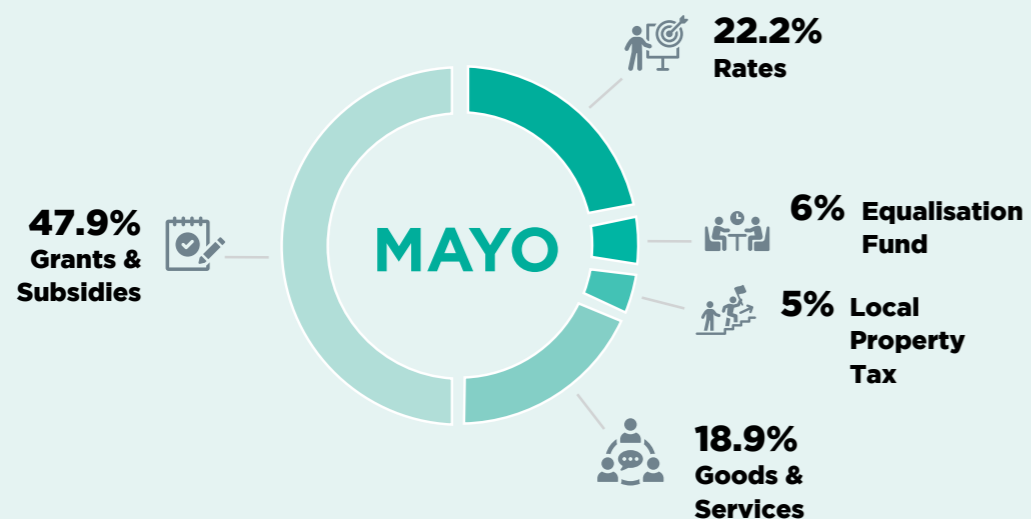
concerns and populism are emerging issues that increasingly impact on local elected representatives.

FINANCING

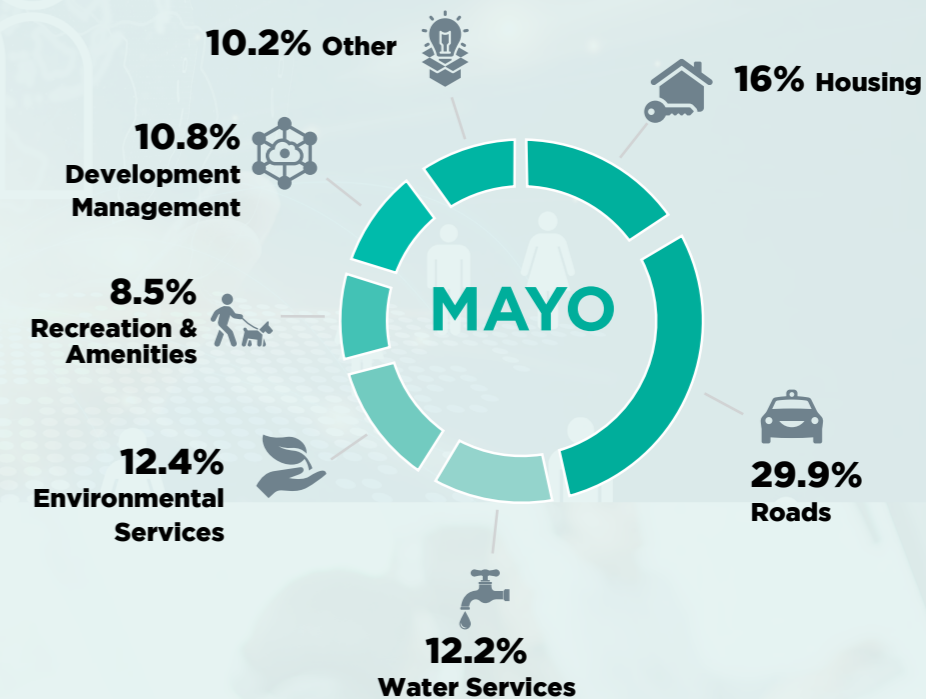
While the portion of Local Property Tax available for Mayo County Council's own discretionary use has increased, we continue to face challenges with a growing demand for, and cost of, services, while the ability to raise income locally is not increasing at the same rate. The continued reliance on central government grants leaves local government exposed if public finances disimprove. To build resilience and deliver value for money, we continually strive for greater efficiency and constrain resources. The requirement to provide co-funding alongside national grant funding is an ongoing challenge for the organisation.

HOW IS THE LOCAL AUTHORITY FINANCED?

Typical sources of financing (based on 2024 budget).



Average annual expenditure on services based on the 2024 budget.



SERVICE LEVEL AGREEMENTS

Mayo County delivers services under Service Level Agreements with the following organisations:

- Uisce Eireann
- CARO & Department of Environment
- Enterprise Ireland
- Local Authority Services National Training Group

DEPENDENCIES

Mayo County Council's ability to deliver the strategic objectives outlined in this plan is dependent on a number of external factors as well as internal resources. The successful implementation of the Plan will necessitate on-going collaboration across a range of agencies and stakeholders. The implementation of the Plan will depend also on the economic climate, political support, Council funding and the availability of funding from other sources.

**TECHNOLOGY, INNOVATION,
AND NEW WAYS OF WORKING**

DIGITAL SERVICES

In keeping with our public service ethos, we take a 'user first' and 'business first' approach to delivering digital services. Our aim is to deliver digital services in an equitable, inclusive, and sustainable manner. It will enable better service for those who need assistance, and secure and transparent reuse of personal data.

Digital services should also deliver reduced administrative overhead in the long term and better use of data to plan and deliver services.

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, AI and robotics while ensuring our employees have the digital skills and tools to improve the efficiency and effectiveness of our service delivery.



**County
MAYO
STATISTICS**





Comhairle Contae Mhaigh Eo
Mayo County Council

