



Corporate Plan

2019 - 2024



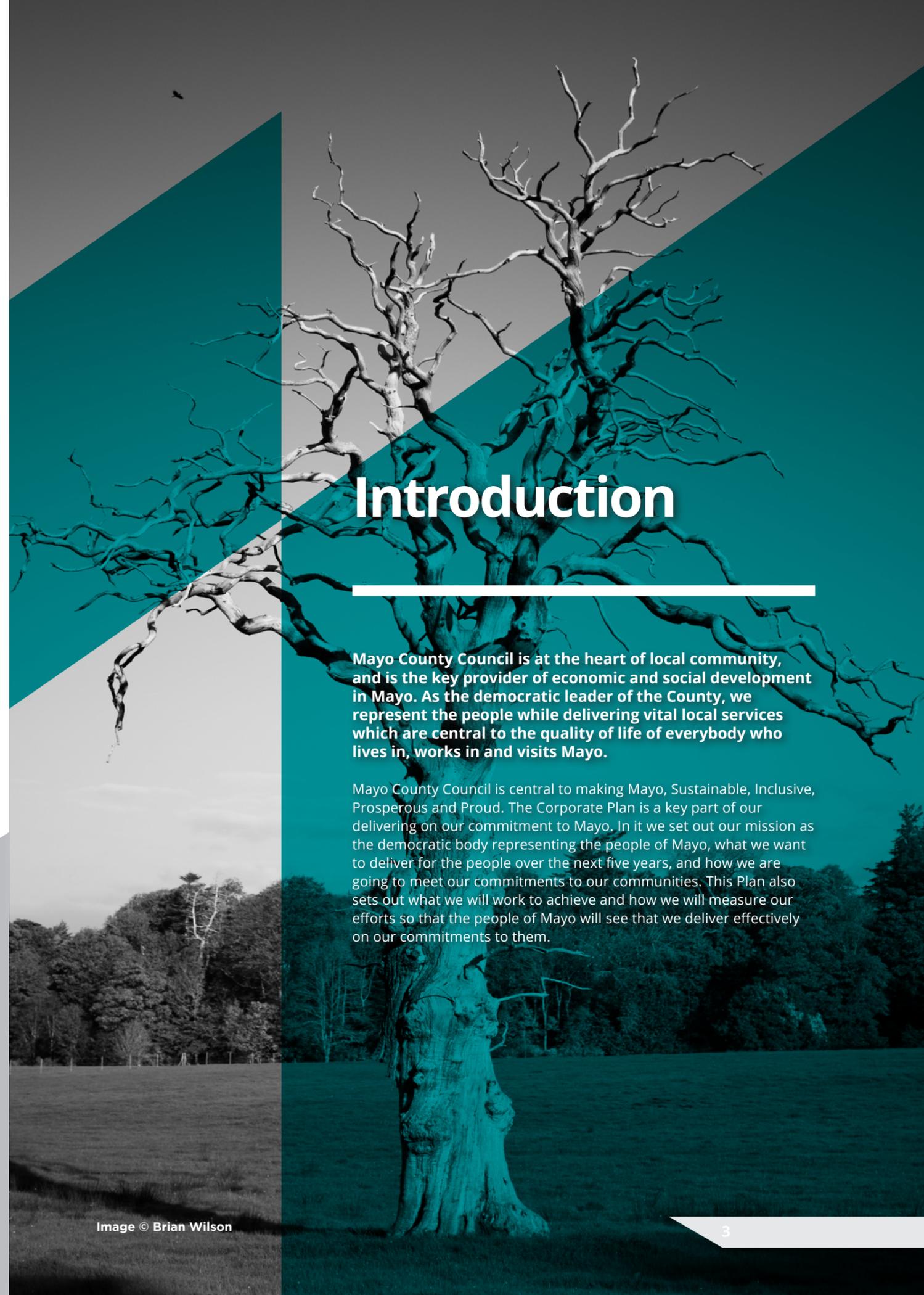
Comhairle Contae Mhaigh Eo
Mayo County Council



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APPENDIX I: Elected Members Mayo County Council



Introduction

Mayo County Council is at the heart of 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.

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



FOREWORD

Each new council term, a Corporate Plan is developed setting out our goals and objectives for the following five years. Reflecting the views of our elected members and communities, this Plan supports a county that is Inclusive, Sustainable, Prosperous and Proud. Taking account of the many challenges facing Mayo and setting out actions to deliver on key priorities, it welcomes community participation and seeks to sustain the local economy amid global, national and local challenges.



Cllr. Brendan Mulroy
CATHAOIRLEACH
Mayo County Council

Mayo County Council will innovate and lead in this process by empowering staff to reach their potential through the provision of training and development programmes, while always promoting equality of opportunity. Public benefit drives this, and our delivery of services.

As we head towards the end of the first quarter-century of the new millennium, County Mayo stands proud. Communication with our communities and our Diaspora has never been stronger, and this Plan reflects our core values of celebrating, promoting and developing our county wherever possible.



Peter Hynes
CHIEF EXECUTIVE
Mayo County Council

We are committed to commemorating the state-founding events that took place in Ireland between 1912 and 1923. Working with the Department of Culture, Heritage and the Gaeltacht, we will host Mayo events that recognise and deepen our understanding of place and heritage.

Economic conditions will influence the implementation of this Plan in terms of resource allocation. Overseeing our annual budget, capital and service delivery programmes, our elected members and executive will navigate any new challenges with vigour, while striving to meet the needs of all of our citizens.

Mayo has become an ever more inclusive and diverse county. By working closely with our communities, we seek to enhance the quality of life for all by effectively and consistently engaging with our citizens and visitors.

We have a shared vision. To be successful we commit to our Corporate Plan, we are energised by the challenges and opportunities ahead.

“The work goes on, the cause endures.....”

Mission & Vision



“ To promote the well-being and quality of life of our citizens and communities in Mayo and to enhance the attractiveness of the County as a place in which to live, work, visit, invest in and enjoy ”

Vision

A county that is Sustainable, Inclusive, Prosperous and Proud



Our Strategy

We will achieve our Mission and deliver on our Vision as follows:

We will help

- » Provide a good quality of life
- » Sustain communities
- » Grow Business Diaspora
- » Support our people to live better, by the values of their county

We will create

- » Opportunities
- » Positive environments

- » Sustainable opportunities for growth and development

We will maximize

- » Advantages in positive Climate Action
- » Relationship reach
- » Opportunities to support and benefit people



Our Values

Sustainable

- » Social
- » Economic
- » Environmental

Inclusive

- » Everyone contributes
- » Nobody is left behind
- » Actively pursue inclusivity and engagement

Underpinned by being:

- » Democratic
- » Respectful
- » Caring
- » Innovative
- » Agile/Flexible
- » Cultural
- » Effective
- » Open
- » Transparent
- » Equal
- » Accessible

Proud

- » To work for Mayo
- » Ambitious for the County
- » Achieving for the County

Prosperous

- » Quality of life
- » Investment
- » Enterprise job creation
- » Look after own needs

Our Approach

To continue to develop a team with the required culture, leadership, skills, drive and understanding to deliver key projects and programs.

- » We will be citizen centred, reduce bureaucracy, and be responsive to competing needs.
- » We will build stable communities using an integrated approach to the development and implementation of Physical, Social and Economic Policies.
- » Our policies are informed through meaningful engagement.

Our Social Commitment

We are committed to improving the quality of life for people and communities. We will support, develop and maintain quality recreational, cultural and civic facilities. We value safe & sustainable communities where people of all ages enjoy a good quality of life and a sense of pride in their place.

We will actively promote diversity, equality and partnership, ensure due regard for human rights in everything we do, and address any discrimination issues that may arise through the implementation of our Public Sector Duty under Section 42 of the Irish Human Rights and Equality Commission Act 2014.

Our Economic Commitment

We will develop our urban and rural communities as engines of economic growth that are central to the Atlantic Economic Corridor, creating an environment that will establish Mayo as a premier investment location and a friendly place to set up a new business. We will strengthen our rural communities to underpin better economic performance and imaginatively develop strategic sites and locations that will anchor new clusters of economic development.

Our Environmental Commitment

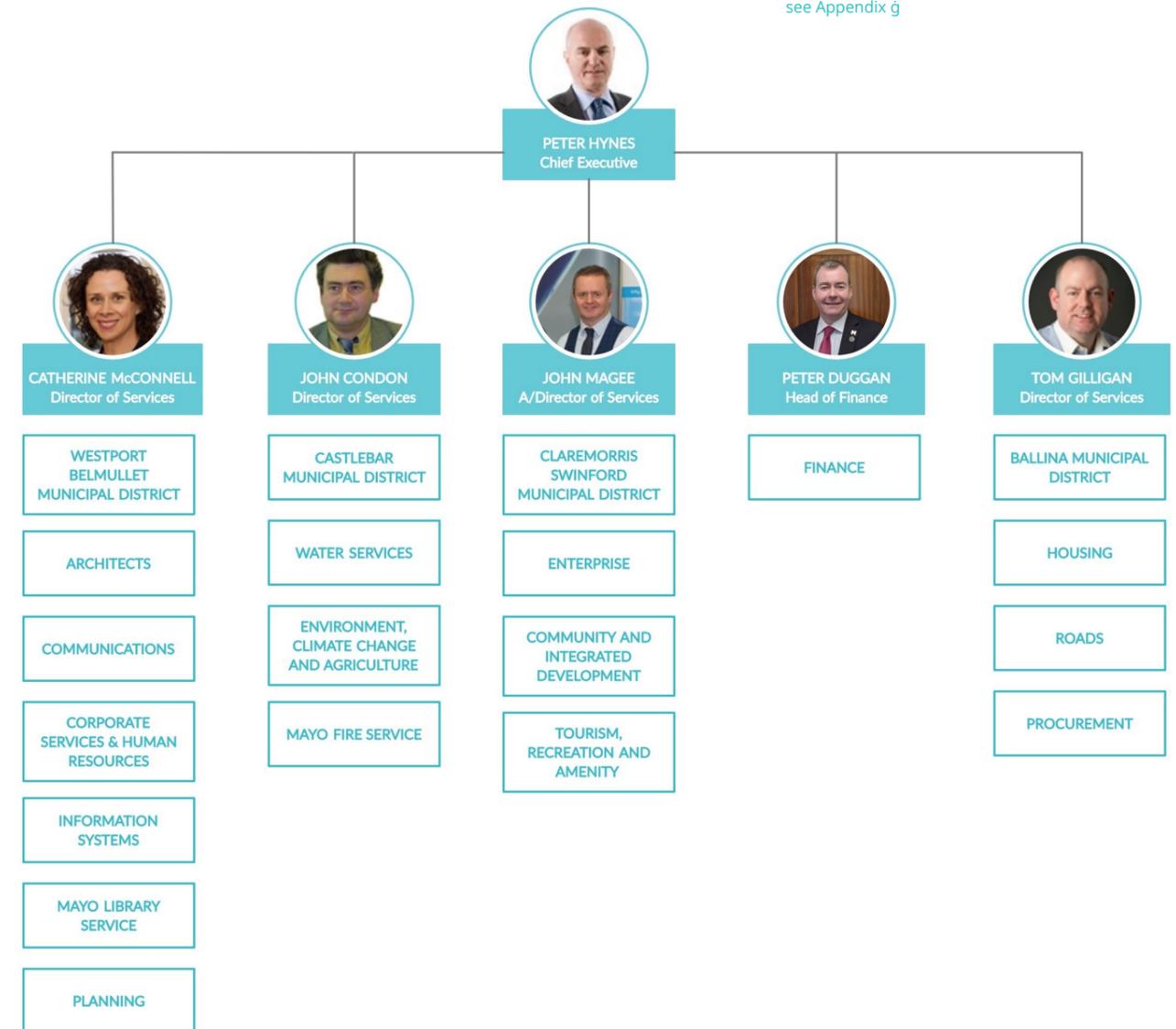
As a lead climate action organisation we will build climate change resilience and climate action into all services and functions of Mayo County Council. We will promote sustainable development including environmental infrastructure, smarter travel options, accessibility to quality housing, quality transport infrastructure and encourage and support the arrival of new digital technologies.

We will provide a public realm that is: accessible and safe for people of all ages and abilities to use; one that supports and promotes healthy lifestyles for all; celebrates the quality of Mayo's creative areas where people can come together; and promote Mayo at its best, making it more attractive to live, invest, work and visit.

Our Structure



see Appendix g



Internal Structure

The management and leadership teams have identified culture and innovation as the two big areas of internal priorities for the next five years. This means;

- » Developing changes to culture and leadership styles in the council
- » Reflecting on the “personality” of Mayo County Council
- » Developing a suite of projects around culture and innovation both internally for staff and councillors and externally for the Mayo public.
- » Strengthening and building the Leadership culture of the organisation to reflect the aims of the Corporate Plan

Mayo County Council staff will be central to delivering on our commitments in this Plan and we will resource and equip them with the necessary skills to have the capacity to achieve this.

External Structure

Under the leadership of our elected members we will aim to meet the needs of Mayo over the coming years. This means;

- » Our services will be aligned with the economic, social and physical challenges facing Mayo and the West Region
- » Continuous communication to the Mayo public around programmes, projects and innovations
- » Engagement with the Mayo public in creating the Mayo of the future
- » Development of a culture of networking at all levels and with all stakeholders
- » We are committed to supporting, reporting on and delivering on a broad range of services under the direction of our Councillors, Council and Municipal Districts.

Mayo County Council will drive change and innovation culture in Mayo through our commitments in this plan.

The Elected Members of Mayo County Council will be central to this commitment and will be supported (like staff) with the resources, training and technology to deliver on this plan.

Aims

4 Aims to support the people of and place that is Mayo

- » Sustainable
- » Inclusive
- » Prosperous
- » Proud





Aim 1: Sustainable

Create a sustainable Mayo that protects the natural and built environment for the next generation.



“ Mayo County Council is on the frontline in dealing with the impacts of climate change and has a critical role to play in ensuring that local circumstances are adequately considered in the overall adaptation process and in involving the local community directly in efforts to facilitate effective change ”

Mayo County Council Climate Adaptation Strategy, Pg16

Achieving Our Aim

We Will:

1. Implement Mayo County Council's Climate Change Adaptation Strategy 2019-2024 (the Adaptation Strategy) which sets out our strategic priorities, measures and responses for adaptation in County Mayo over the next five years; as required by the Climate Action and Low Carbon Development Act 2015.
2. Facilitate the development of a new County Development Plan; The County Development Plan will be a key element to assist economic recovery and sustainable growth in the County; generating benefits for all our citizens; enhancing the attractiveness of the County as a place in which to live, work, invest and enjoy; and supporting national policy and legislation in an integrated manner.
3. Support and develop regional projects and programs which are being planned and delivered in Mayo as part of the public investment detailed in Project Ireland 2040
4. Engage with a range of Public Realm initiatives in Mayo including the Heritage Plan, Town Teams, Town Health Check and develop further Town Public Realm Plans
5. Resource and support Mayo Fire Service and Mayo Civil Defense.
6. Maximise the revenue from rates and local property tax raised in Mayo. This means we take responsibility for our share of locally raised resources and align spending to the needs and aspirations of Mayo while delivering value for money.
7. Achieve value for money and additional resources for the County by working with our public and private sector partners and align the resources of public and private service organisations and agencies to make the most effective use of our resources.
8. Work with our staff and recruit new staff to implement a People's Strategy to support the Organisations aims.

Aim 2: Inclusive

To promote and assist an inclusive Mayo



“ To assist organisations to ensure that all people of Mayo have access to the range of resources to allow them to fully participate in their local communities, to facilitate the achievement of an inclusive county and to tackle poverty and social exclusion ”

Mayo LECP 2015-2021 Pg37

Achieving Our Aim

We Will:

1. Work through the LCDC and other strategic partnerships to continue to build a more inclusive Mayo including implementation of the LECP and engagement with PPN and other community structures
2. Enhance the quality of life through our Housing Programme through
 - I. Continued implementation of the Housing Capital Programme
 - II. Pro-active and supportive housing management policies and meaningful engagement with residents
 - III. Engaging with Rebuilding Homes and promote Vacant Homes initiatives
 - IV. Support LTACC and Homeless Action plans
3. Use our libraries, museum and arts infrastructure to promote a welcoming and dynamic Mayo which values its heritage and culture.
4. Implement and monitor the Library Services, Arts and Irish Language Plans of Mayo County Council.
5. Use our library services and branch network to enable learning, provide information and promote skills, creativity, ideas and knowledge.
6. Work with the training and education agencies in Mayo including Castlebar Campus of GMIT to improve opportunities for learning, education and training in the County.
7. Promote equality and diversity across the functions of Mayo County Council. include equality and human rights issues that are relevant to our functions, and the policies, plans and actions that address them.
8. Inform, enable and educate communities across Mayo to increase their participation in physical activity through the implementation of the Mayo Sports Partnership Strategic Plan.
9. Support Mayo County Childcare Committee to promote access to affordable childcare and Mayo Sports Partnership to promote sports for all.

Aim 3: Prosperous

To support employment, encourage enterprise and maximize investment in the County



“ The full participation of rural communities in the strategic development as envisaged under Project Ireland 2040 is imperative to achieving the full potential of its broad range of strategic outcomes. This applies both in terms of the traditional pillars of the rural economy, the natural resource and food sectors, as well as those emerging from such developments as improved connectivity, broadband and rural economic development opportunities ”

Project Ireland 2040 – The West, Pg3

Achieving Our Aim

We Will:

1. Work through the Economic and Investment Unit and the Local Enterprise Office Mayo to serve as a 'first stop shop', providing entrepreneurs in County Mayo with advice on starting and growing a small business, high-quality business training and financial support.
2. We will lead on the delivery of the Mayo LEADER Programme.
3. Optimise the continued investment in roads and transport infrastructure in partnership with the National Roads Authority, National Transport Authority and the Department of Tourism, Transport and Sport.
4. Advance key transport projects over the next five years including: Castlebar to Westport N5, N17, etc.
5. Advance key Capital Projects as outlined and agreed in the 5-year Capital Programme.
6. Continue to enhance Town and Village Renewal programmes.
7. Improve the public realm infrastructure so that people can live, work, and access culture and recreation in a safe and friendly environment.
8. In partnership with Irish Water, encourage continued investment in Water Services infrastructure.
9. Develop a new Mayo Tourism Strategy post Destination Mayo 2016-2021 to ensure that physical, environment and cultural tourism offerings are available, promoted and attractive to visitors to the County.

Aim 4: Proud

To ensure that the people and place of Mayo are connected to the values, culture and brand that promotes Mayo as a place to live, work, invest and visit



“ Culture and Heritage are at the heart of Mayo's identity and quality of life. They are central to making it a vibrant county that is an attractive destination for tourists, residents of the county and the Creative Industries. In many ways Mayo has the perfect combination of an inspiring landscape and a renowned cultural infrastructure , in which culture and creativity may grow and thrive ”

Creative Ireland; Mayo 2017

Achieving Our Aim

We Will:

1. Position Mayo County Council as a sectoral exemplar in transformational initiatives, as a leader in technical innovation and driver of a world-class digital ecosystem for the West of Ireland, while providing our staff, citizens, visitors and businesses with a digital platform for enhanced service delivery through the delivery of the Mayo County Council IS Strategy 2020-2022 in collaboration with the National Digital Strategy.
2. We will lead the digital transformation of Mayo County Council and prioritize the delivery of an efficient customer service for our staff, councillors and citizens through the creation of a Mayo County Council Digital Transformation Plan.
3. Complete the transformation of the Mayo.ie and Mayococo.ie websites into one modern interactive website capable of supporting payments, customer queries and connection with our Diaspora abroad.
4. Deliver a Service Catalogue and Customer Relationship Management (CRM) system to assist in the delivery of public-facing services
5. Engage with our communities, both at home and abroad, in a range of activities and initiatives that promote Mayo including Mayo Day, Diaspora projects and a range of community, creative and innovative programmes.

How will we know we are meeting our commitments?

Progress on achieving objectives will be measured in a variety of ways including through:

- » National Service Indicators
- » Recommendations from National Oversight & Audit Commission
- » Mayo County Council Annual Report
- » Annual Progress Report on Corporate Plan Implementation
- » Audit Committee Reports
- » External Local Government Audit Reports
- » Monthly Chief Executive Report to Council
- » End of Year Accounts and Outturn Report
- » Customer Surveys
- » Quarterly review of Annual Service Plan targets to include taking of corrective action to revise or re-prioritize actions if deemed necessary

Strategy and Policy Documents

National/EU Documents

- » Action Plan for Jobs
- » Action Programme for Effective Local Government 2012
- » Action Programme for Effective Local Government, Putting People First
- » Construction 2020 – A Strategy for a Renewed Construction Sector
- » Europe 2020
- » Health and Wellbeing
- » Healthy Ireland Strategy
- » Housing Strategy 2020
- » Infrastructure & Capital Investment Programme and associated strategies
- » Keeping Communities Safe - Fire Services Framework 2013
- » Medium-Term Economic Strategy 2014- 2020
- » National Anti-Poverty Strategy
- » National Adaptation Framework 2018
- » National Development Plan for the period to 2016
- » National Disability Strategy Implementation Plan 2013-2015
- » National Homeless Strategy
- » National Housing Strategy for People with a Disability 2011-2016
- » National Policy Framework for Children 2014-2020
- » National Secondary Roads Needs Study National Roads Authority - March 2011
- » National Spatial Strategy 2002 – 2020
- » “Opportunities for All” – A Strategy for Public Libraries 2013 – 2017
- » Our Sustainable Future A Framework for Sustainable Development for Ireland 2012
- » Public Service Reform Plan 2014 – 2016
- » Public Service Stability Agreement 2013 - 2016 (Haddington Road)
- » Restructuring of Rural Transport Programme
- » Smarter Travel A Sustainable Transport Future A New Transport Model for Ireland 2009-2020
- » Climate Action Plan 2019



Regional Plans

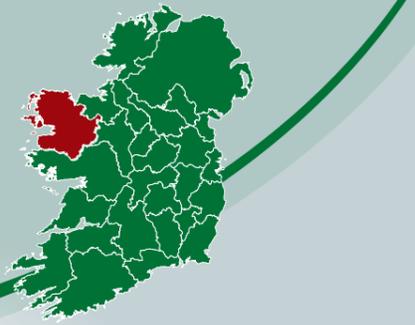
- » Action Plan for Jobs - Regional
- » West Area Strategic Plan 2012 – 2030
- » West Regional Homelessness Action Plan 2013 - 2018
- » Regional Planning Guidelines
- » Regional Waste Management Plan 2015 – 2021

Local Plans

- » Age Friendly Programme
- » Mayo County Development Plan
- » Mayo County Council Traveller Accommodation Programme
- » Local Area Plans
- » Local Development Plans
- » Local Economic & Community Plan
- » Rural Development Strategy
- » Sports Partnership 2015-2018 Strategic Plan
- » Climate Ready Mayo
- » Mayo County Council Climate Action Charter



Profile: County Mayo



POPULATION

The population of Mayo is **130,507**



Largest Town : Castlebar **12,068**

Mayo is a mainly rural population 71.4% compared to the national average of 37.3%



Mayo has the highest old age dependency ratio of 23.8% (65 and over) compared to 20.4% nationally.



The proportion of the population who were non-Irish nationals stands at 10%, below the national average of 11.6% with a rise in the numbers with dual Irish nationality, who are classified as Irish in the census.

Ballyhaunis is the town with the highest number of non-Irish nationals in the state at 39.5% indicative of Mayo's growing diversity with over 93 nationalities represented county wide.



13.8% of the Mayo population have a disability, 17,977 total, with 6,129 number of carers.



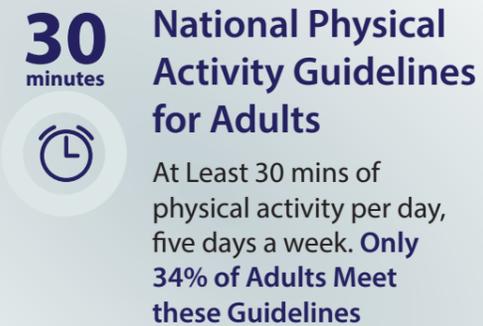
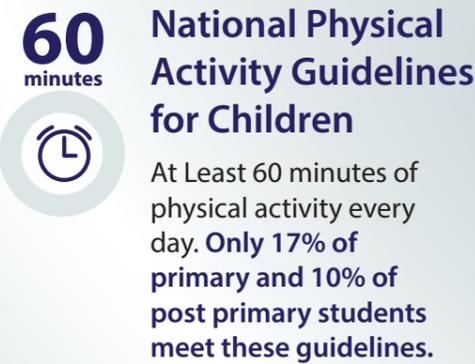
1% of Mayo citizens are Travellers. Statistics show that the age profile for Mayo Travellers is much younger than that for Mayo as a whole, as Travellers have a much lower life expectancy than the rest of the population. 56% of Travellers report that poor physical and mental health restrict their normal daily activities.

HEALTH

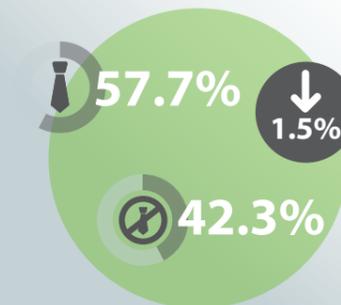
Self-reported health status in Mayo (% of total population):



- Main causes of death in Mayo are diseases of the heart and stroke (32%) and cancer (28%)
- Cancer rates are higher in Mayo than the national average. This is probably due to the county's older age profile.
- Death rates from heart disease, stroke and respiratory disease are higher than the average for Ireland
- The most common type of cancers diagnosed are skin, prostate, breast, bowel and lung cancers.



WORK AND EMPLOYMENT



57.7% of the county's adults are in the labour force, either working or looking for work, notably below the national average (61.9%) and a 1.5% decline on the 2011 figure (compared with 3.2% growth nationally).

Adults who are outside the labour force (42.3%) is substantially above the national average (38.1%). 'Retired' is the largest group and accounts for a considerably higher share than nationally (19.3% v 14.5%).



The share of adults in county Mayo who are retired is the highest in the State, reflecting its older age profile. Mayo also has a higher share unable to work due to disability/illness.



Has high levels of people who only completed primary education at 17.4% and 13.3% (national rate 20.5% and 15.2%).



Deprivation levels are high - 70% of Mayo's population is below average affluence or disadvantaged with the north west of the county most affected.

COUNTY MAYO CENSUS 2016



LARGEST TOWN:
CASTLEBAR
POPULATION:
12,068

POPULATION OF COUNTY 2016

130,507

MALES 49.8% FEMALES 50.2%

OVER 65 17.6% UNDER 15 20.3%

POPULATION CHANGE

2011-2016	2006-2016
-0.1%	5.4%

POPULATION IN 2016 AS % of 1841

33.6%

WITH 3RD LEVEL QUALIFICATION

34.8%

WORKING IN AGRICULTURE

8.5%

IN LABOUR FORCE

57.7%

WORKING IN INDUSTRY

14.2%

BROADBAND ACCESS

61.1%

LIVING IN RURAL AREAS

71.4%

IN VERY GOOD HEALTH

56.0%

AVERAGE TRAVEL TIME TO WORK

23.3 minutes



Council and Municipal Districts

How we are organised

Mayo County Council operates through four Municipal Districts & a number of key Departments structured within a unified local government organisation. We have 30 members elected until 2024 and the Council is chaired by the Cathaoirleach who is elected by the members annually.

The Corporate Policy Group and the six Strategic Policy Committees initiate, develop and recommend policy to the Council. The day-to-day affairs of the Council are overseen by our Chief Executive who is supported by 1300 employees.



Comhairle Contae Mhaigh Eo
Mayo County Council

Corporate Plan

2019 - 2024

Contact Us

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APPENDIX I

Elected Members Mayo County Council

Claremorris Swinford Municipal District



DAMIEN RYAN
FG



GERRY MURRAY
SF



JOHN CAULFIELD
FF



JOHN CRIBBIN
FG



MICHAEL BURKE
FG



MICHAEL SMYTH
FF



NEIL CRUISE
FG



PATSY O'BRIEN
NP



RICHARD FINN
NP



TOM CONNOLLY
FF



BRENDAN MULROY
FF



CHRISTY HYLAND
NP



GERRY COYLE
FG



JOHN O'MALLEY
NP



PAUL McNAMARA
FF



PETER FLYNN
FG



SEÁN CAREY
FF

Ballina Municipal District



ANNIE MAY REAPE
FF



JARLATH MUNNELLY
FG



JOHN O'HARA
FG



MARK DUFFY
NP



MICHAEL LOFTUS
FF



SEAMUS WEIR
NP

Castlebar Municipal District



AL McDONNELL
FF



BLACKIE K GAVIN
FF



CYRIL BURKE
FG



DONNA SHERIDAN
FG



GER DEERE
FG



MARTIN McLOUGHLIN
FF



MICHAEL KILCOYNE
NP