

*Louth Local Authorities  
Corporate Plan*

*2004–2009*



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# *Message from An Cathaoirleach and the County Manager*

County Louth is strategically located on the Dublin-Belfast economic corridor. The county is experiencing significant development pressure, particularly in the major towns, which are the two largest provincial towns in the county – one a designated gateway and the other a development centre. Population increases since the last census have exceeded the national average and more than 102,000 people now live in County Louth. Louth Local Authorities are charged with facilitating this growth in a sustainable way and delivering focused and efficient services to the people of County Louth.

This Corporate Plan sets out Louth Local Authorities' vision for the period 2004 to 2009. It will ensure that Louth fulfils its potential in the areas of economic, social and cultural development and reflects priorities identified in the County Development Board Strategy.

Included in the plan you will find our priorities for improvements in the County in the coming years. The plan also includes service indicators to help us monitor progress over the coming years. The plan sets out actions to improve customer service, facilitate economic and social developments, and improve quality of life in the county.

It is a progressive and ambitious plan which will require the support of elected members, staff, other agencies, groups and individuals at local level and also the support of National Government, and will build on the Councils' many achievements in the past.

This Corporate Plan gives us Strategic Direction. It will be reviewed regularly to ensure it is responsive to changes in our business environment. Detailed operational plans will be prepared on an annual basis for each service area to ensure that the plan's proposals become a reality.

All those who participated in the preparation of this plan are to be complimented, i.e. the Corporate Policy Group, Workplace Partnership Committee, Elected Representatives, staff and external organisations and groups. This document forms the basis for addressing the issues of concern to County Louth, as articulated in the consultation process. Particular thanks must be extended to Ms. Angela Mitchell, Community and Enterprise Development Officer, and Mr. Paddy Donnelly, Senior Executive Officer, for their trojan work in preparing the document.

The implementation of the actions set out will certainly have a positive impact on the future development of County Louth.

# Section 1. Introduction

## Introduction

Strategic planning is an integral part of local government reform as initiated by Better Local Government. Section 134 of the 2001 Local Government Act requires all local authorities to produce a Corporate Plan within six months of the election of a new Council. This Corporate Plan, which will be rolled out over the 2004–2009 period, sets out the vision for Louth Local Authorities, and its priorities for this period.

## What is the purpose of this Corporate Plan?

This is the third Corporate Plan that Louth Local Authorities have adopted and published. This Plan is a public declaration of intent; it is designed to provide direction and focus for Louth Local Authorities with respect to its resources (both financial and human), and activities over the period 2004–2009. The work of each local authority will be focused towards the achievement of the strategic goals and objectives as set out within this Plan.

## How was the Plan prepared?

The Plan represents the views of stakeholders, both internal and external to Louth Local Authorities. Louth Local Authorities are aware that the process of preparing this Plan was as important as the end product. It was vital to involve all players in the process, as the delivery of the Plan is dependent on the commitment of all players. The methodology employed involved extensive consultation at a number of levels:

- 1) Senior management
- 2) Employees
- 3) Elected representatives
- 4) Workplace Partnership
- 5) County Development Board (CDB) and

6) the wider community through the County Community Forum and the Area Fora.

- Staff consultation was facilitated by a Community and Enterprise Development Officer and a Senior Executive Officer. Eighteen facilitated sessions took place over four weeks with staff from all sections of the three local authorities.
- Elected members from Louth County Council, Dundalk Town Council and Drogheda Borough Council attended consultation sessions with an external facilitator.
- The County Community Forum, the Workplace Partnership and Ardee Town Council participated in facilitated sessions and also had the opportunity to return a brief questionnaire relating to the future priorities of Louth Local Authorities.
- Members of Louth County Development Board were also consulted by questionnaire on what they considered the priorities should be over the life of this Corporate Plan.
- The Community and Enterprise Development Officer then drafted the Plan with ongoing consultation with the Management Team.
- The draft Plan was then discussed by the Corporate Policy Group.
- Louth County Council adopted this Plan at its December monthly meeting.

The Strategic Goals, Objectives and examples of actions presented here have been synthesised from the outcomes of all of the above consultation sessions and are intended to capture both generic and specific priorities for the County for the next five years.

## Policy Context

A number of national, regional and local strategic documents were reviewed in the course of this forward planning exercise as

# Introduction

identified below. These provide important context for the exercise and highlight existing policy priorities.

## National

- ▶ National Spatial Strategy
- ▶ National Anti-Poverty Strategy

## Regional

- ▶ Regional Strategy and Regional Planning Guidelines for the Border Region
- ▶ Draft BMW Regional Foresight Strategy

## Local

- ▶ Louth County Development Board Strategy for Social, Economic and Cultural Development 2002–2012.

This Strategy sets out the priorities for the county for the next eight years and is broken down into ten Work Programmes. The Strategy identifies specific actions for implementation with agreed timeframes as well as Champions and Key Players responsible for the implementation. Louth Local Authorities have

the lead in over two-thirds of the actions identified within the Strategy, and as such, it was given significant consideration in the preparation of this Corporate Plan.

## How will the Plan be implemented and progress monitored?

The Corporate Plan sets the agenda for Louth Local Authorities for the next five years in terms of its strategic goals and objectives. Each year each Directorate and Town and Borough Council will prepare an Operational Plan which will identify what it intends to deliver throughout the course of the year with specific timeframes and tasks involved.

Through the work of our Corporate Policy Group (CPG), Strategic Policy Committees (SPCs), Municipal Policy Committees (MPCs) and various sub committees, Councillors and the Management Team through the various Directorates will oversee and monitor the implementation of this Plan. Each year, progress on each of these goals and objectives will be highlighted in the Annual Report.



Figure 2: Implementation Process

# Section 2: Louth Local Authorities – An Internal Analysis

## Facts and Figures

There are four Local Authorities in Louth. These are:

- 1) Louth County Council
- 2) Dundalk Town Council
- 3) Drogheda Borough Council and
- 4) Ardee Town Council.

Louth Local Authorities have 47 elected Councillors representing the five electoral areas in Louth.

The role of the Councillors is to provide civic leadership, formulate policy, represent the interests of their constituents and electoral areas and to ensure that the views of the people of Louth are reflected in the decisions that the Local Authorities takes and the way that its services are delivered. The day-to-day management of Louth Local Authorities is the responsibility of the County Manager.

*Details of our Councillors are set in Appendix 1.*

## Our Responsibilities

We are responsible for delivering key services, such as:

- Housing provision and maintenance – social housing, affordable housing and Traveller accommodation
- Emergency services, civil defence and water safety
- Land use, forward planning, and development control
- Waste management

- Water services, including water supply, effluent and treatment
- Road design, construction, maintenance and improvements
- Traffic management, car parking, road safety and public lighting
- Coastal protection, management and maintenance of piers, harbours and beach amenities
- Environmental monitoring and enforcement
- Pollution control
- Maintenance of public conveniences
- Burial grounds
- Community development
- Support for the arts, tourism and economic development
- Higher education grants
- Libraries, museums, archives and heritage
- Parks and recreational facilities
- Veterinary Services
- Motor tax collection
- Facilitation of the County Development Board and Community Forum

To meet these responsibilities, we spend approximately €155 million each year and directly employ more than 700 people.

The principal source of funding available to the Local Authorities are grants from various Government Departments, primarily from the Department of the Environment, Heritage and Local Government, accounting for approximately 50% of all revenue income annually. The remainder is a combination from rates, our own resources and from inter-local authority contributions.

# ... An Internal Analysis

## Population

Population Served (Census 2002)

Dundalk Town Council	29,187
Drogheda Borough Council	30,974
Louth County Council	41,660
<b>Total</b>	<b>101,821</b>

## Capital and Revenue Expenditure

Gross Expenditure 2003	€
Dundalk Town Council	45,159,388
Drogheda Borough Council	37,560,239
Louth County Council	73,993,455
<b>Total</b>	<b>156,713,082</b>

## Net Cost of Services/

Head of Population **1,539**

## Operations

Number of Employees (October 2004)

Dundalk Town Council	205
Drogheda Borough Council	175
Louth County Council*	369
<b>Total</b>	<b>749</b>

\*Includes Ardee and Dunleer offices

## The key internal challenges for Louth Local Authorities over the 2004–2009 period are:

- ▶ Using the IT resource to maximise the benefits of changing business processes to improve service delivery to our customers.
- ▶ Responding to the changing needs of the external environment and customers.
- ▶ Recruiting and retaining appropriately skilled and trained staff.
- ▶ Harnessing all possible resource sources to meet increasing demands.
- ▶ Employing a consistent approach to service delivery across all three Louth Local Authorities.
- ▶ Ensuring co-operation and co-ordination with other agencies in the delivery of services.
- ▶ Embedding the principles of social inclusion throughout the corporate body of Louth Local Authorities.
- ▶ Improving the process of managing change within the Local Authorities using a partnership approach.

# Section 3: The External Environment

## County Profile

County Louth is situated in the north east of the Republic of Ireland and lies between the two major cities of Dublin and Belfast, which form the terminals of Ireland's main economic corridor. The county has an area of some 821 sq. kilometres and a population of approximately 102,000, an increase of 10.5% since 1996. The county has a high level of urbanisation which is due to the presence of the two largest provincial towns in Ireland within its borders, Dundalk and Drogheda. These two towns together account for almost 60% of the county's total population.

Louth has seen considerable development and capital investment over the last ten years, Euroroute E01, from Rosslare to Larne, transverses County Louth and work has been progressing well on this motorway with all sections due for completion by around 2006. The overall investment on this project in County Louth will run to some €450m. In addition to motorway works, major improvement works continue to be undertaken on improving the rest of the road system in the county. This investment has significantly improved the county's accessibility to the airports at Dublin and Belfast. Other significant developments in recent years include €1.2m improvement works at Clogherhead Harbour, Dundalk Civic Amenity Site, the opening of the Dundalk Swimming Pool and Leisure Centre and the completion of the refurbishment of Dundalk Town Hall. The county is well served by state-of-the-art waste water treatment facilities in the towns of Dundalk and Drogheda and has high quality water supply. Metropolitan Area Networks are being installed in the two major towns.

There are four ports in Louth. They are Dundalk, Drogheda, Greenore and the fishing port of Clogherhead. The county is also in close proximity to other major ports on the eastern coast including the ro-ro and lo-lo facilities at Larne and Dublin. Louth also benefits from being in close proximity to the two major airports in Ireland, Belfast and Dublin International Airport. The

latter is located on the north side of the city making it readily accessible to all parts of the county.

The county boasts an attractive natural environment. Two areas of the county are designated as being of outstanding natural beauty. These include the heritage town of Carlingford, the Cooley Peninsula and the area surrounding Clogherhead, Drogheda and Ardee. The county also possesses eight designated areas of high scenic quality. County Louth is home to a wealth of natural and built assets which form a rich and varied heritage for its people. Indeed, the quality of cultural and recreational infrastructure plays a significant role in enhancing the attractiveness of the county as a place in which to live, visit, work or establish enterprise.

The pace of residential development has accelerated greatly in recent years, particularly in Dundalk, Drogheda and Ardee. Proximity to Dublin, the opening of the Drogheda Bypass Motorway and improved rail services have contributed to this, together with increased high-value employment opportunities and access to third level education at Dundalk Institute of Technology. The challenge going forward will be to manage the increased pressures on infrastructure, both physical and social in a sustainable manner.

High levels of deprivation are found within particular pockets. However, both Drogheda and Dundalk are benefiting from designation under the RAPID Programme which aims to Revitalise Areas through Planning, Investment and Development, while the CLAR Programme is also up and running in the Cooley area. There remains a need, however, to facilitate enhanced measures to combat deprivation in specific areas, and, in particular, to develop a response to deal with social exclusion in rural areas and in other specific geographic areas particularly within the main urban centres.

Louth Local Authorities are committed to ensuring the

# The External Environment

sustainable economic and social development of the county while protecting the unspoiled environment and heritage for future generations.

The private sector has also shown significant confidence in investing in the county. This is evidenced by levels of economic and retail investment and tourist development, housing, retail parks, shopping and leisure facilities, hotels, racing facilities, all weather playing facilities – it is obvious that the investment in infrastructure is paying off!

## The Operating Environment

Since the introduction of the Local Government Act 2001, local authorities' functions and areas of involvement have been expanded greatly and are now more than ever, significantly impacted upon from a number of sources, not least:

- ▶ New EU and national legislation
- ▶ National agreements
- ▶ E-Government agenda
- ▶ Changing social issues and the emergence of a multi-cultural society
- ▶ Implementation of the national and regional priorities and policies; for example, the National Spatial Strategy, National Development Plan, National Children's Strategy, Regional Planning Guidelines, etc.

The availability of adequate resources from both central and local sources remains critical in ensuring Louth Local Authorities respond to the new and emerging challenges that face them in the years ahead.

## The key challenges facing the county over the life of the following SWOT Analysis Plan are:

- ▶ Maximising the potential of Dundalk's Gateway designation and Drogheda's designation as a Primary Development Centre under the National Spatial Strategy.
- ▶ Providing the necessary infrastructure to facilitate potential investors in the county.
- ▶ Establishing Louth as a competitive location for investment.
- ▶ Exploiting opportunities arising from the Peace Process and Louth's border location.
- ▶ Reducing inequalities and tackling geographic areas of social exclusion and disadvantage.
- ▶ Delivering the County Development Board's Strategy for Social, Economic and Cultural Development 2002–2012.
- ▶ Promoting a positive image of the county.
- ▶ Developing the tourism sector.
- ▶ Enhancing quality of life in the county.

# The External Environment

## SWOT Analysis of County Louth

### Strength

- ▶ Equidistant between Dublin and Belfast.
- ▶ Part of the BMW Region with access to significant cross-border funding opportunities.
- ▶ Access to airports: (45 minutes to Dublin Airport and one hour to Belfast Airport); coast, rail, road and ports.
- ▶ Dundalk designation as a Gateway and Drogheda's as a Primary Development Centre under the National Spatial Strategy.
- ▶ Good water services capacity in Dundalk.
- ▶ Proximity to the Boyne Valley.
- ▶ Presence of Dundalk Institute of Technology and outreach services.
- ▶ Young, well-educated labour force.
- ▶ EuroRoute EO1 runs through the county.
- ▶ Attractive natural environment with designated areas of outstanding natural beauty and areas of high scenic quality.
- ▶ Tradition and experience of cross-border project development and management.
- ▶ Strong cultural heritage.
- ▶ Reasonably priced accommodation.
- ▶ Good telecom infrastructure.
- ▶ Tradition of interagency co-operation particularly regarding economic development and inward investment.
- ▶ Presence of a Regional Hospital.

### Opportunities

- ▶ Economic development potential.
- ▶ Building on the quality infrastructure.
- ▶ Dundalk designation as a Gateway and Drogheda's as a Primary Development Centre under the National Spatial Strategy.
- ▶ Presence of Louth Hospitality Ltd and the implementation of the County Tourism Marketing and Development Plan.
- ▶ Improving retail infrastructure.
- ▶ Continuation of the Peace Process.
- ▶ EU cross-border funding programmes post 2006.
- ▶ Completion of the M1/A1 EuroRoute to Belfast.
- ▶ Implementation of the CDB ten-year strategy.

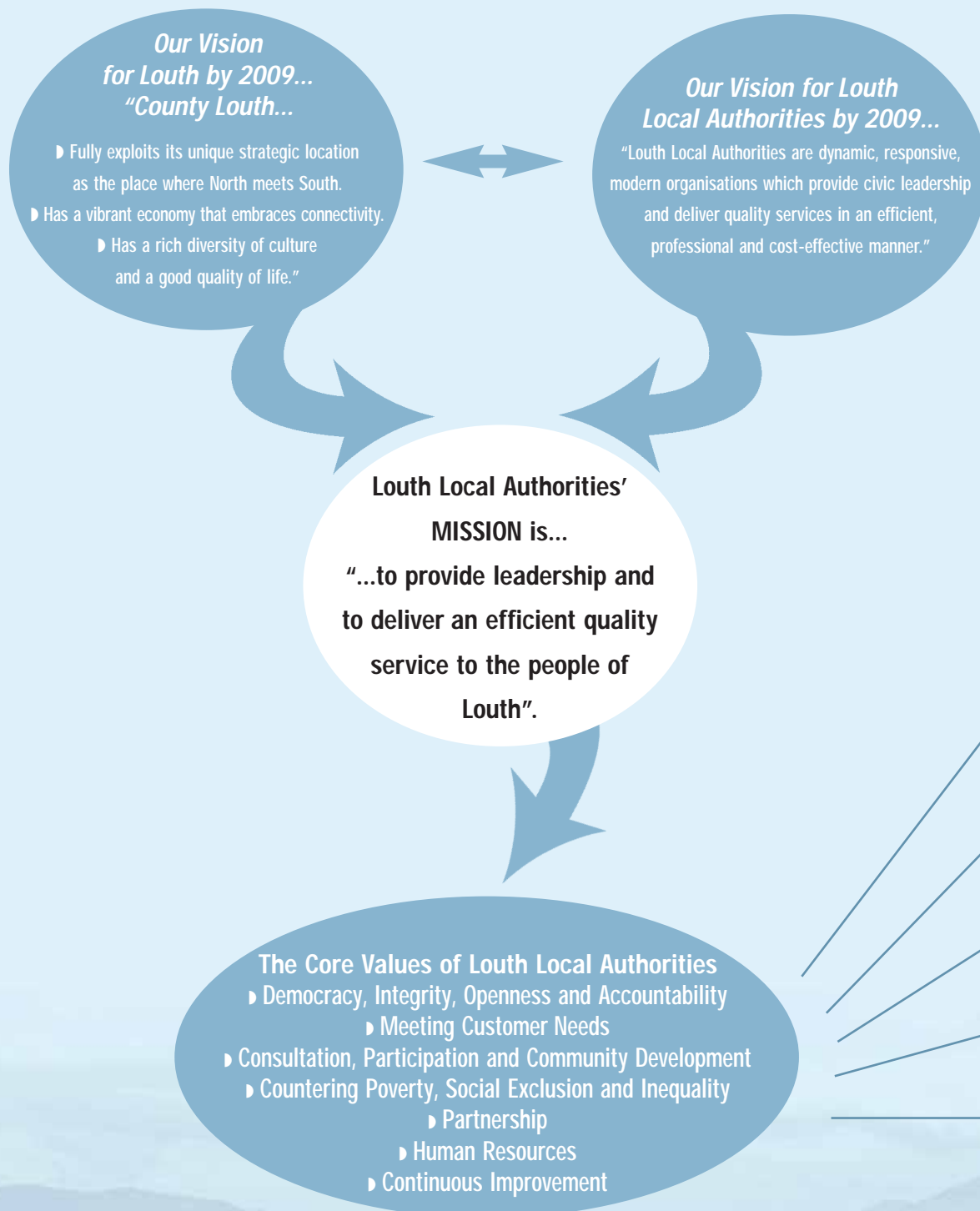
### Weaknesses

- ▶ High level of early school leavers.
- ▶ Geographic pockets of disadvantage within the two main urban centres.
- ▶ Limited water supplies, sewerage treatment capacity and power supplies in parts of the county.
- ▶ Underdeveloped recreation infrastructure.
- ▶ Decline in volunteerism.
- ▶ Inadequate signage to attractions, sites of interest, etc.
- ▶ Underdeveloped tourism sector.
- ▶ Underdeveloped 'brand' for the county.
- ▶ Further improvements needed in the telecom infrastructure.
- ▶ Higher-than-average unemployment rate in particular areas.
- ▶ Community safety issues.
- ▶ East-West road linkages.

### Threats

- ▶ Loss of Objective 1 Status post 2006.
- ▶ Proximity to Dublin and the potential of becoming a dormitory county.
- ▶ Availability of low-cost products from developing countries.
- ▶ Maintaining competitiveness.

## Section 4: Our Priorities 2004–2009





**Goal 1**

Deliver the best possible service to our Customers and Clients.

**Goal 2**

Facilitate economic development and maximise Louth's strategic border location mid-point between Dublin and Belfast.

**Goal 3**

Improve the quality of life for residents, now and for future generations.

**Goal 4**

Harness community participation, provide civic leadership and encourage civic pride.

**Goal 5**

Form alliances and working partnerships, both internally and with other organisations and service providers, to meet organisational goals and priorities.

# Our Priorities 2004–2009

## Delivering these Visions

Louth Local Authorities have identified five strategic goals and a number of strategic objectives to help make these visions a reality. All Councillors and employees will work towards achieving these Goals in everything that they do.

Over the following pages, the rationale for the establishment of these particular goals is set out. Each goal is followed by a number of cross-cutting strategic objectives which will assist in providing focus for the local authorities in undertaking its activities over the 2004–2009 period.

A limited number of key indicators are identified for each goal which will assist us in identifying where we are making progress. Additional indicators and specific targets will be set out in the Annual Operational Plan of each of the three Local Authorities, incorporating particular local indicators specific to Louth.

Following the indicators, each of the three Local Authorities identify examples of action which will be achieved by the end of 2009. These lists are not exhaustive, but instead provide indicative examples of what each goal strives to achieve over the life of this plan. The relevant SPC or MPC, as appropriate is also stated in addition to the Directorate or Office which will have responsibility for leading implementation. Many actions are the responsibility of more than one Directorate, Policy Group or Local Authority, underlining our commitment to joining up the way that services work together in order to meet needs in our County.

## Core Values

The following core values of Louth Local Authorities are fundamental to the planning and delivery of all of our services.

### ► **Democracy, Integrity, Openness and Accountability**

A recognition of the democratic legitimacy of local government and a commitment to transparent decision-making and good communications.

### ► **Meeting Customer Needs**

A commitment to the delivery of a high quality service to meet the diverse and changing needs of our customers.

### ► **Consultation, Participation and Community Development**

A recognition of the importance of consultation with the wider community and their active participation in the development, delivery and review of effective and responsive services.

### ► **Countering Poverty, Social Exclusion and Inequality**

A commitment to prioritising and targeting resources to the areas and communities in greatest need in accordance with the objectives of the National Anti-Poverty Strategy.

### ► **Partnership**

A commitment to operating in a framework of partnership with staff, communities, business and other agencies to deliver an integrated strategy for Louth.

### ► **Human Resources**

A commitment to value the contribution and skills of staff and provide a rewarding work environment which allows staff to develop to their full potential.

### ► **Continuous Improvement**

A commitment to continually strive for improvements in all that we do.

# Goal 1: To deliver the best possible service to our Customers and Clients.

The delivery of a high quality service is a theme that cuts across all Louth Local Authorities' activities and all of our objectives. Although many improvements have been made in the way Louth Local Authorities delivers its services since the implementation of

Better Local Government (BLG), and the Local Government Act 2001, further effort is required. The needs of our customers and clients are changing and Louth Local Authorities must anticipate and endeavour to meet these needs.

Strategic Objective	Indicative Actions
<p><b>1.0</b> To implement consistent corporate standards throughout the organisation.</p> <p><b>1.1</b> To ensure that the knowledge and experience emerging from current practices throughout the organisation and other best practice initiatives are shared to the benefit of the organisation as a whole.</p>	<ul style="list-style-type: none"> <li>▶ Customer Charters in place. <i>LCC DTC DBC</i></li> <li>▶ Targets set for decision making on various application processes. <i>LCC DTC DBC</i></li> <li>▶ Annual Operational Plans prepared and implemented. <i>LCC DTC DBC</i></li> <li>▶ Obligations fulfilled under the Official Languages Act 2004. <i>LCC DTC DBC</i></li> </ul>
<p><b>2.0</b> To integrate information systems to support customer service delivery points.</p>	<ul style="list-style-type: none"> <li>▶ Customer Tracking Systems implemented. <i>LCC DTC DBC</i></li> <li>▶ Significant number of online services available. <i>LCC DTC DBC</i></li> </ul>
<p><b>3.0</b> To continually monitor the needs of our customers and clients.</p> <p><b>3.1</b> To increase and improve availability of and access to all of our services.</p>	<ul style="list-style-type: none"> <li>▶ Customer Surveys complete. <i>LCC DTC DBC</i></li> <li>▶ A customer-focused organisation. <i>LCC DTC DBC</i></li> <li>▶ A service which responds efficiently and effectively to the needs of all our customers and clients. <i>LCC DTC DBC</i></li> <li>▶ Accessibility Audit complete and action plan for implementing recommendations prepared. <i>LCC DTC DBC</i></li> <li>▶ Barcelona Declaration Implementation Plan delivered. <i>LCC DTC DBC</i></li> <li>▶ County Hall is totally accessible to people with disabilities. <i>LCC</i></li> <li>▶ Revised all service provisions with regard to availability of services in Area Offices. <i>LCC</i></li> <li>▶ Improved facilities for disabled people attending at Tain Theatre and Council Offices. <i>DTC</i></li> <li>▶ Provision of additional office accommodation on site adjoining Drogheda Borough Council Offices. <i>DBC</i></li> <li>▶ Drogheda Borough Council is totally accessible to people with disabilities. <i>DBC</i></li> <li>▶ Multi-storey parking facilities facilitated. <i>DTC</i></li> </ul>
<p><b>4.0</b> To provide appropriate and effective training and development for all staff to enable them to acquire the qualifications, skills and knowledge necessary to perform effectively the duties and responsibilities of their posts.</p>	<ul style="list-style-type: none"> <li>▶ A programme of ongoing staff training established. <i>LCC DTC DBC</i></li> <li>▶ Performance Management and Development System in place for staff. <i>LCC DTC DBC</i></li> </ul>

Strategic Objective	Indicative Actions
<p><b>4.1</b> To implement clear and concise Human Resource policies and strategies to ensure that the local authorities in Louth are viewed as premier employers with motivated and committed staff.</p> <p><b>4.2</b> To implement Performance Management Development System that will integrate improved service provision, organisation objectives and human resource planning.</p>	
<p><b>5.0</b> To continue the development and wider use by the organisation of the Aggresso Financial Management System.</p> <p><b>5.1</b> To maximise our financial resources to achieve value for money.</p>	
<p><b>6.0</b> To maintain existing initiatives designed to continuously improve our management information IT systems and continue to refine them to strengthen our organisation.</p> <p><b>6.1</b> To implement the eGovernment agenda</p>	<ul style="list-style-type: none"> <li>▶ Business Improvement Process completed in Planning and Housing Offices. <i>LCC</i></li> <li>▶ Enhanced use of website for dissemination of information to the public. <i>DTC DBC</i></li> <li>▶ I-Plan, E-Direct, GIS and other e-government initiatives implemented. <i>DTC DBC</i></li> </ul>
<p><b>7.0</b> To promote the concept of partnership in the workplace.</p>	<ul style="list-style-type: none"> <li>▶ Operate a Successful Local Partnership Committee. <i>DTC</i></li> </ul>
<p><b>8.0</b> To enhance internal communication systems.</p> <p><b>8.1</b> To develop and implement an external Communication/ Information/PR Strategy.</p>	<ul style="list-style-type: none"> <li>▶ Communication/Information Strategy in place. <i>LCC</i></li> <li>▶ Public Relations/Marketing Strategy prepared and implemented. <i>LCC DTC DBC</i></li> </ul>
<p><b>9.0</b> To emphasise team working, particularly between officers in different Directorates and Local Authorities in the county.</p>	<ul style="list-style-type: none"> <li>▶ Improved integration of service standards across the local authorities. <i>LCC DTC DBC</i></li> </ul>

### Responsibility for Implementation

**Dundalk Town Council**

- ▶ Personnel Section, Dundalk Town Council

**Louth County Council**

- ▶ Corporate Services, Recreation, Amenity, Culture and Education SPC
- ▶ Corporate Services, Recreation and Amenities Directorate

**Drogheda Borough Council**

- ▶ Town Clerk's Office, Drogheda Borough Council

### Key Performance Indicators

- ▶ Number and % of postal applications to Motor Tax which are dealt with from receipt of application **a)** on same day **b)** on 3rd day or less **c)** on 5th day or less **d)** 5 days +
- ▶ Number of opening hours per week in Motor Tax
- ▶ % of total staff attending poverty/equality/ diversity training
- ▶ Number of staff attending Customer Care training and development support
- ▶ % of Local Authority buildings/facilities that are wheelchair accessible
- ▶ % of working days lost to sickness absence

LCC: Louth County Council

DTC: Dundalk Town Council

DBC: Drogheda Borough Council

## *Goal 2: To facilitate economic development and maximise our strategic border location mid-point between Dublin and Belfast.*

Promoting and facilitating economic development is key to ensuring Louth's long-term competitiveness. Louth is home to the two largest towns in Ireland, Dundalk and Drogheda, and occupies a unique strategic position between Dublin and Belfast, proximate to the border with Northern Ireland. Running through the county is a nationally strategic road and rail link. Ease of access is now guaranteed to and from Dublin with the Drogheda Bypass Motorway and the Boyne Bridge. The National Spatial Strategy recognises the importance of Louth, with Dundalk in its designation as a Gateway and Drogheda as a Primary Development Centre, as being well positioned to energise eastern parts of the Border Region. The county has substantial capacity for development in terms of land and services, and contains important facilities such as the Institute of Technology.

The continuing provision of high value employment is critical for the development of Louth. It has been identified as having the capacity to function as a service industry capital for the Region. There are key pieces of transportation infrastructure required in order to ensure the county's development, namely links to the hubs of Cavan and Monaghan and the development of the East West transportation corridor and completion of remaining sections of the Euroroute around Dundalk and northwards to

Newry. Ensuring that adequate capacity for water and waste water is in place throughout the county and improving broadband availability will also be a key priority over the coming years.

Tourism is an activity which has the potential to deliver a spatial spread and economic spin throughout Louth by enhancing the general amenities, leisure opportunities and visual environment to both residents and visitors to the county. Positive signs of growth in the tourism sector in Louth include the incorporation of Louth Hospitality Limited and the adoption of a combined Tourism Marketing and Development Plan by Louth Hospitality and Louth Local Authorities. This combined action will help Louth reach increased profile and performance in the national and international tourism markets.

Louth Local Authorities recognise the significance of Louth's unique location and will, in partnership with all of the key stakeholders both locally and north of the Border, endeavour to ensure that Louth's strengths as a location for investment in social, economic, environmental and cultural terms are harnessed and managed effectively. The following strategic objectives have been identified as playing a critical role in achieving this.

### Strategic Objective

### Indicative Actions

- 1.0 To develop Dundalk as the Gateway for the North East Region.
- 1.1 To develop Drogheda as a Primary Development Centre.

- ▶ Dundalk Economic Development Plan completed and implementation underway. *DTC*
- ▶ Brand developed for marketing of the gateway. *DTC*
- ▶ Dundalk Town Enhancement Scheme in place. *DTC*
- ▶ Drogheda Economic Development Plan 2004–2007 prepared and implementation advanced. *DBC*
- ▶ Incubator Units in Millmount in use. *DBC*

# Goal 2

Strategic Objective	Indicative Actions
<p><b>2.0</b> To market Louth as a centre for economic development regionally, nationally and internationally.</p> <p><b>2.1</b> To proactively support indigenous and inward investment within the county and support the creation of economic and job opportunities throughout the county, through appropriate planning, infrastructure provision, and partnerships with other agencies and groups.</p>	<ul style="list-style-type: none"> <li>▶ Planning Strategy for the Greater Drogheda Area prepared and implementation commenced. <i>DBC LCC</i></li> <li>▶ Master Plans for North Drogheda Area adopted and implementation commenced. <i>DBC LCC</i></li> <li>▶ Dundalk South West Local Area Plan adopted. <i>DTC</i></li> </ul>
<p><b>3.0</b> To continue to improve all infrastructure in the county.</p> <p><b>3.1</b> To facilitate and assist Government Departments and agencies in the development of the county's infrastructure to facilitate the development of other elements of the National Development plan, e.g. ports, rail, electricity supply, telecom infrastructure and childcare provision.</p>	<ul style="list-style-type: none"> <li>▶ Dundalk Western Infrastructure feasibility established. <i>LCC DTC</i></li> <li>▶ Drogheda Waste Water Treatment Plant extended. <i>DBC LCC</i></li> <li>▶ Water Conservation Project advanced. <i>DBC LCC</i></li> <li>▶ Northern Cross Route advanced. <i>DBC LCC</i></li> <li>▶ Drogheda Water Supply upgraded. <i>DBC LCC</i></li> <li>▶ A1//N1, Western Bypass and Ardee Bypass all advanced. <i>LCC</i></li> <li>▶ Dundalk/Carlingford Road complete. <i>LCC</i></li> <li>▶ Port Oriel Clogherhead extended. <i>LCC</i></li> <li>▶ Northern Sector SLI constructed. <i>DTC</i></li> <li>▶ Metropolitan Area Network completed. <i>DTC</i></li> <li>▶ Completion of St. Alphonsus Road to Avenue Road Link. <i>DTC</i></li> <li>▶ Review of the Hill Street/Avenue Road junction. <i>DTC</i></li> <li>▶ Western Infrastructure Roadway advanced. <i>DTC</i></li> <li>▶ Drogheda Transportation Study complete and implementation underway. <i>DBC LCC</i></li> <li>▶ Dundalk Town Centre Transportation Plan finalised and implementation commenced. <i>DTC</i></li> <li>▶ Review of Pay Parking area. <i>DTC</i></li> <li>▶ Completion of Public Lighting Refurbishment Programme. <i>DTC</i></li> <li>▶ Universal metering of non-domestic water customers implemented. <i>LCC DTC DBC</i></li> <li>▶ Action Area Plan for Employment Zoned Land in place. <i>DTC</i></li> <li>▶ Greater Drogheda Area Strategy complete. <i>DBC</i></li> <li>▶ West Street Drogheda Environmental Improvement works – Phase I complete. <i>DBC</i></li> <li>▶ Fire Station complete. <i>DBC</i></li> <li>▶ Drogheda Development Plan 2005–2011 adopted. <i>DBC</i></li> <li>▶ Decentralisation proposals facilitated and advanced. <i>DBC</i></li> <li>▶ R132 Rehabilitation Scheme complete. <i>DBC</i></li> <li>▶ Termonfeckin to Newtown link road provided. <i>DBC</i></li> <li>▶ Palace Street to Francis Street link road provided. <i>DBC</i></li> <li>▶ Bryanstown cross-route complete. <i>DBC</i></li> <li>▶ Public lighting infrastructure throughout the town improved. <i>DBC</i></li> <li>▶ Cemetary grounds provided. <i>DBC</i></li> </ul>

# Goal 2

Strategic Objective	Indicative Actions
<p><b>4.0</b> To promote and develop Louth as a quality tourism destination.</p>	<ul style="list-style-type: none"> <li>County Tourism Marketing and Development Plan adopted and implementation underway. <i>LCC DTC DBC</i></li> <li>Re-opening of Ardee Castle facilitated. <i>LCC</i></li> <li>Approach roads to Drogheda improved. <i>DBC</i></li> </ul>
<p><b>5.0</b> To continue to encourage the development and expansion of broadband services to all areas throughout the county.</p>	<ul style="list-style-type: none"> <li>Broadband available throughout the country. <i>LCC DTC DBC</i></li> </ul>
<p><b>6.0</b> To support the development of the retail sector in the county.</p>	<ul style="list-style-type: none"> <li>Review of the occupancy rates in Town Centre carried out and proposals advanced. <i>DBC</i></li> <li>Review of the Dundalk retail sector complete. <i>DTC</i></li> <li>Review of the Drogheda retail sector complete and proposals advanced through Development Plan. <i>DBC</i></li> </ul>
<p><b>7.0</b> To continue to support village development through the preparation of Area Development Plans as complied under the Planning Act 2000.</p>	<ul style="list-style-type: none"> <li>Urban and Village Renewal Programme implemented. <i>LCC DTC DBC</i></li> <li>County Development Plan reviewed. <i>LCC</i></li> <li>Continued elimination of Derelict sites. <i>LCC DTC DBC</i></li> </ul>
<p><b>8.0</b> To facilitate and support communities and agencies in the development of projects.</p>	<ul style="list-style-type: none"> <li>High Lane's Gallery Project complete and operational. <i>DBC</i></li> </ul>
<p><b>8.1</b> To tackle areas of inequality and disadvantage in the county</p> <p>To support the development of the education sector in the county, particularly the development of DKIT.</p>	

## Responsibility for Implementation

### Dundalk Town Council

- Town Clerk's Office and Planning Office, Dundalk Town Council
- Planning and Development MPC and Infrastructure MPC

### Louth County Council

- Infrastructure incorporating Roads, Water Services and Marine SPC
- Infrastructure Directorate and Planning Directorate

### Drogheda Borough Council

- Town Clerk's Office, Engineering, Housing, Planning and Arts Offices
- Infrastructure MPC and Environment, Recreation, Leisure and Social MPC

## Key Performance Indicators

- Number of tourist accommodation providers in the county
- Number of new attractions in the county
- % increase in tourist revenue to the county
- Rate of unemployment in the county
- Expenditure on major capital projects

LCC: Louth County Council

DTC: Dundalk Town Council

DBC: Drogheda Borough Council

# Goal 3: To improve the quality of life for residents, now and for future generations.

Quality of life is a critical influence on the well-being of an area: socially, environmentally and economically. The growing importance of quality of life issues in Louth is being driven by a number of trends, notably a growing youth population, changing family units, increasing leisure time, a changing ethnic profile, issues of health and safety matters. A good reputation for quality of life will benefit Louth by helping to attract skilled and entrepreneurial individuals and will impact on tourism development within the county.

Louth has witnessed significant investment in the arts in recent years with the development of impressive facilities and attractions such as the Town Hall Theatre and Basement Gallery in Dundalk, the recently established Baroque Festival in Ardee and the Droichead Arts Centre in Drogheda. Further

development of the arts and cultural heritage of the county are priorities for the local authorities over the next five years.

Making Louth a clean, attractive county has been part of the Local Authority's vision for a number of years. Going forward, the local authority will build on its successes and will endeavor to meet the challenges presented by a growing and diverse population. The environment also continues to be an ongoing focus for Louth Local Authorities, particularly in terms of waste management – particularly progress on recycling will require continuing involvement and support by residents of the county over the next five years. The following objectives have been prioritised for the period of this Plan and seek to meet these challenges.

Strategic Objective	Indicative Actions
<p><b>1.0</b> To promote plan-led, high quality, varied and sustainable residential development within the county.</p> <p><b>1.1</b> To provide high quality, safe and sustainable housing design and construction that is affordable, energy efficient, architecturally appropriate, uses best available construction techniques and is adaptable to changing needs over its lifetime.</p> <p><b>1.2</b> To deliver the Housing Construction Programme in a timely manner.</p>	<ul style="list-style-type: none"> <li>▶ Social and Affordable Housing Action Plan 2004–2008 adopted and implemented. <i>LCC DTC DBC</i></li> <li>▶ Housing Strategy 2001–2006 reviewed. <i>LCC DTC DBC</i></li> <li>▶ Traveller Accommodation Programme 2005–2008 adopted and implemented. <i>LCC DTC DBC</i></li> <li>▶ Survey of housing stock complete. <i>LCC DTC DBC</i></li> <li>▶ Homeless Action Plan 2008–2012 prepared and adopted. <i>LCC DTC DBC</i></li> <li>▶ Traveller Accommodation Programme 2009–2012 prepared and adopted. <i>LCC DTC DBC</i></li> <li>▶ Central heating installed in all local authority tenant housing. <i>LCC DTC DBC</i></li> <li>▶ Pilot sustainable energy housing project complete. <i>LCC</i></li> <li>▶ Remedial Works Scheme in Muirhevnamor and Cox's Demesne advanced. <i>DTC</i></li> <li>▶ Housing Scheme at Mulaharlin Road and Farndreg complete. <i>DTC</i></li> <li>▶ Housing Scheme at Termonfeckin Road complete. <i>DBC</i></li> <li>▶ Additional land acquired for housing and recreational purposes. <i>DBC</i></li> <li>▶ Remedial Works Scheme in St. Finian's Park complete. <i>DBC</i></li> <li>▶ Windows and Doors Replacement programme advanced. <i>DBC</i></li> </ul>

## Strategic Objective

## Indicative Actions

- 2.0** To develop and implement new strategies for the provision of accessible and affordable public amenities, e.g. the arts, museums, libraries and amenity areas.
- 2.1** To prepare and commence implementation of a County Sports and Recreation Strategy.
- 2.2** To develop strategies and policies that position the arts, culture and leisure services as offering critical experiences that enhance life quality.

- ▶ Arts Plan 2005–2007 adopted and implemented. *LCC DTC DBC*
- ▶ Cultural Festival Programmes developed. *LCC DTC DBC*
- ▶ Louth Libraries Programme for Development adopted and implemented. *LCC DTC DBC*
- ▶ Sports and Recreation Strategy for the county prepared and advanced. *LCC DTC DBC*
- ▶ Play Policy adopted and implemented. *LCC DTC DBC*
- ▶ Revamping and improvement of Annual Festivals. *LCC DTC DBC*
- ▶ Restoration of Bramble Lodge. *LCC*
- ▶ Additional playgrounds in place. *DTC DBC LCC*
- ▶ Arts initiatives in place. *DTC*
- ▶ Development of Aisling and Muirhevnamor District Parks. *DTC*
- ▶ Re-development of the Market Square complete. *DTC*
- ▶ Restoration of Newry Road landfill site complete. *DTC*
- ▶ Establishment of a cross-border Farmers' Market. *DTC*
- ▶ Civic Amenity Site in Drogheda complete. *DBC*
- ▶ Swimming Pool in Drogheda complete. *DBC*
- ▶ Improved recreation and leisure facilities. *DBC*
- ▶ Potential for the establishment of a large performance space explored. *DBC*
- ▶ Review of weekly market undertaken and new proposals for operation in place. *DBC*
- ▶ Proposals for development of the "Back Lanes" advanced. *DBC*
- ▶ Riverside Walk and other passive recreation facilities extended. *DBC*
- ▶ Number of walking trails developed. *LCC DTC DBC*
- ▶ Development of Dundalk to Blackrock Walkway advanced. *DTC*

- 3.0** To increase efforts in the areas of environmental protection and pollution control.
- 3.1** To continue to adopt, implement and enforce policies and programmes for the protection of the environment and the satisfactory management and reduction of waste.
- 3.2** To provide and maintain efficient and effective environmental monitoring and enforcement systems.
- 3.3** To provide high quality water and waste water services.
- 3.4** To ensure compliance with all relevant EU Directives, including the:
- Urban Waste Water Directive;
  - Drinking Water Directive;
  - Water Framework Directive;
  - River Basin Management Initiatives.
- 3.5** To meet the targets for waste disposal as set out in the Waste Management Plan through prevention, reuse and recycling.

- ▶ Blue Flag Beach status achieved. *LCC*
- ▶ North East Waste Management Plan reviewed and new Plan prepared. *LCC*
- ▶ Litter Management Plan reviewed and new plan prepared and implemented. *LCC DTC DBC*
- ▶ East Region River Basin and Neagh/Bann River Basin District Councils established. *LCC*
- ▶ National Water Pricing Policy implemented. *LCC*
- ▶ Litter Management Plan implemented. *DTC*
- ▶ Environmental improvements made. *DTC*
- ▶ Water Conservation Programme in place. *DTC*
- ▶ Proposals for restoration of landfill site underway. *LCC DTC DBC*
- ▶ Proposals for restoration of old quarry advanced. *LCC*

Strategic Objective	Indicative Actions
<p><b>4.0</b> To improve transport infrastructure and management in the county, including urban transport.</p> <p><b>4.1</b> Continue to implement Road Safety Awareness Programmes and develop innovative strategies for road safety in County Louth.</p>	<ul style="list-style-type: none"> <li>▶ Establishment of improved pedestrian links from newly constructed retail areas to town centre. <i>DTC</i></li> <li>▶ Establishment of long-term car parks complete. <i>DTC</i></li> <li>▶ Coach parking in town identified and in place. <i>DBC</i></li> </ul>
<p><b>5.0</b> To develop innovative responses to support disadvantaged communities.</p>	<ul style="list-style-type: none"> <li>▶ Tenant Liaison Service expanded. <i>LCC DTC DBC</i></li> </ul>
<p><b>6.0</b> To protect and promote an appreciation of the built and natural heritage and promote their enjoyment by all.</p>	<ul style="list-style-type: none"> <li>▶ Potential/process for heritage town designation examined. <i>DBC</i></li> <li>▶ Potential of Millmount to be developed. <i>DBC</i></li> <li>▶ Development and potential of the River Boyne investigated. <i>DBC</i></li> <li>▶ Design guidelines produced for sensitive areas in town centre. <i>DBC</i></li> <li>▶ Shop Front Improvement Scheme implemented. <i>DBC</i></li> </ul>
<p><b>7.0</b> To ensure that people, property and local infrastructure are protected from fire and other emergency situations.</p>	<ul style="list-style-type: none"> <li>▶ Computer Aided Mobilisation Project (CAMP) in operation. <i>LCC DTC DBC</i></li> </ul>

### Responsibility for Implementation

#### Louth County Council

- ▶ Corporate Services, Recreation, Amenity, Culture and Education SPC; Environment and Emergency Services SPC; Housing, Economic, Community and Social Development SPC
- ▶ Corporate Service Directorate; Environment and Planning Directorate; Community and Enterprise and Housing Directorate

#### Dundalk Town Council

- ▶ Housing Office and Arts Office, Dundalk Town Council
- ▶ Environmental, Parks and Recreation and Amenity MPC and Housing MPC

#### Drogheda Borough Council

- ▶ Environmental, Recreation, Leisure and Social MPC
- ▶ Town Clerk's Office and Housing, Engineering, Arts and Planning Offices, Drogheda Borough Council

### Key Indicators:

- ▶ Tonnes of waste recycled
- ▶ Number of items that can be recycled at Civic Amenity Sites
- ▶ % of households provided with segregated waste collection
- ▶ % of household waste recycled
- ▶ % of household waste going to landfill
- ▶ Number of new housing unit starts and % that are lifetime designed

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# Goal 4: To harness community participation, provide civic leadership and encourage civic pride.

Major social and political changes have taken place in society over the last 10 years. Our aim in Louth is for a fair society where individuality is respected and diversity celebrated and where there is a strong, active community and voluntary sector that actively participates in local decision-making processes. For many years local councils have acted as the main democratic forum in Ireland. Today, community involvement through elected representatives is more important than ever. However, under Better Local Government (BLG), community involvement and participation in local democracy has assumed a more dynamic

role with emphasis on partnership, community development, consultation on services provided and involvement in policy development. The challenge now is to maximise the potential benefits to the county of an active and motivated community, build on its strengths and encourage the development of communities which incorporate increasing population in the county. Louth Local Authorities have a significant role to play in supporting and encouraging active community involvement and participation at local level.

Strategic Objective	Indicative Actions
<p><b>1.0</b> To provide financial support through the administration of the County Council led PEACE II Task Force funding.</p> <p><b>1.1</b> To lobby for the extension of cross-border funding programmes post 2006.</p> <p><b>1.2</b> To develop and implement initiatives to support disadvantaged communities.</p>	<ul style="list-style-type: none"> <li>▶ Dundalk and Drogheda RAPID Programme plans implemented. <i>LCC DTC DBC</i></li> <li>▶ Training initiatives for residents implemented to facilitate involvement in community environmental initiatives. <i>LCC DTC DBC</i></li> <li>▶ Estate Improvement Scheme implemented. <i>LCC DTC DBC</i></li> </ul>
<p><b>2.0</b> To encourage and promote greater pride in our environment by developing and implementing strategies and campaigns to achieve more responsible attitudes and behaviour by everyone.</p>	<ul style="list-style-type: none"> <li>▶ Pride of Place Programme supported.</li> <li>▶ Environmental campaigns in schools and communities implemented. <i>LCC DTC DBC</i></li> <li>▶ Environmental education awareness initiatives developed and implemented. <i>LCC DTC DBC</i></li> <li>▶ Community planning initiatives in place. <i>LCC</i></li> <li>▶ Shop front improvement grant schemes implemented. <i>DTC DBC</i></li> <li>▶ Establishment of a Tidy Towns Committee. <i>LCC DTC</i></li> <li>▶ Establishment of Green Flag in Secondary Schools. <i>LCC DTC DBC</i></li> <li>▶ Street signage and civic spaces improved. <i>LCC DBC DTC</i></li> </ul>
<p><b>3.0</b> To continue to support, develop and increase participation in the Junior County Council and Comhairle na nÓg.</p> <p><b>3.1</b> To maximise the potential of the SPCs, Expanded Area Committees and other sub structures of the Local Authorities.</p>	<ul style="list-style-type: none"> <li>▶ Community Consultation Policy adopted and implemented. <i>LCC DTC DBC</i></li> <li>▶ Annual Work Programmes for the SPCs. <i>LCC</i></li> <li>▶ Junior County Council developed. <i>LCC</i></li> <li>▶ Comhairle na nÓg undertaken and delegates sent to Dáil na nÓg on an annual basis. <i>LCC</i></li> </ul>

Strategic Objective	Indicative Actions
<p><b>3.2</b> To improve voter turnout at all elections.</p> <hr/> <p><b>4.0</b> To continue to support and develop the Community Forum as the representative body for the community and voluntary sector in Louth.</p> <p><b>4.1</b> To facilitate community groups to develop cross-border partnerships and access cross border funding opportunities.</p> <p><b>4.2</b> To develop strategies to increase volunteerism throughout the county.</p> <hr/> <p><b>5.0</b> To promote the heritage of Louth and respect for religious, cultural, political and racial diversity in the county.</p> <p><b>5.1</b> To support initiatives to increase awareness of local history and heritage.</p>	<ul style="list-style-type: none"> <li>▶ Municipal Policy Committees in DBC and DTC established and operational. <i>DTC DBC</i></li> <li>▶ Improved Public Consultation processes established on major projects. <i>DTC</i></li> <hr/> <li>▶ County Community Forum and Area Fora supported and Annual Work Programmes developed and implemented. <i>LCC</i></li> <hr/> <li>▶ Archive Service further developed and linkages brokered with local communities. <i>LCC</i></li> </ul>

### Responsibility for Implementation

#### Dundalk Town Council

- ▶ Town Clerk's Office, Environment Section, Housing Section, Dundalk Town Council
- ▶ Environmental, Parks, Recreation and Amenity MPC

#### Louth County Council

- ▶ Environment and Emergency Services SPC; Corporate Services, Recreation, Amenity, Culture and Education SPC; Housing, Economic, Community and Social Development SPC
- ▶ Environment Directorate; Corporate Services Directorate; Community and Enterprise and Housing Directorate

#### Drogheda Borough Council

- ▶ Environment, Recreation, Leisure and Social MPC
- ▶ Engineering Section and Housing Section, Drogheda Borough Council

### Key Indicators:

- ▶ % increase in turnout at elections
- ▶ % of a) primary and b) secondary schools in Green Schools Scheme
- ▶ % of local schools involved in the Comhairle na nÓg
- ▶ % of schools involved in the Junior County Council
- ▶ Number of projects supported by Louth County Council led PEACE II Task Force
- ▶ Number of community groups affiliated to the Community Forum and participating in local Area Fora.
- ▶ Number of policies recommended to the full County Council by the Junior County Council
- ▶ Number of policies recommended by the Corporate Policy Group to the full County Council
- ▶ % increase of residents on the voter register

LCC: Louth County Council

DTC: Dundalk Town Council

DBC: Drogheda Borough Council

# Goal 5: To form alliances and working partnerships both internally and with other organisations and service providers, to meet organisational goals and priorities.

There is a strong tradition of partnership working methods in County Louth and a history of cross-border initiatives. Since implementation of the recommendations arising from the Task Force on the Integration of Local Government and Local

Development Systems in 2000 and the establishment of County/City Development Boards throughout the country, the principles of partnership and collaboration have been spearheaded by all local authorities.

Strategic Objective	Indicative Actions
<p><b>1.</b> To lead and participate fully in the work of the CDB and oversee the implementation of its 10-year strategy.</p> <p><b>1.1</b> To work in partnership with other agencies to address the needs of the communities in RAPID and CLAR areas.</p> <p><b>1.2</b> To work in partnership with Louth Hospitality Ltd. to develop and market tourism in the county.</p> <p><b>1.3</b> To work in partnership with other local authorities, both north and south of the border, to assist in the social, economic and cultural development of the Region.</p> <p><b>1.4</b> To co-operate with Louth LEADER in developing initiatives to support rural communities.</p> <p><b>1.5</b> To continue to participate on the Boards of Local Development Agencies.</p> <p><b>1.6</b> To promote networks and partnerships to maximise development opportunities and quality of life in the county.</p> <p><b>1.7</b> To promote an integrated approach to sustainable rural development through the CDB.</p> <p><b>1.8</b> To develop and implement projects jointly between the local authorities within Louth and with adjoining local authorities.</p>	<ul style="list-style-type: none"> <li>▶ Local Authority County Development Board actions implemented. <i>LCC DTC DBC</i></li> <li>▶ CDB Review complete. <i>LCC</i></li> <li>▶ Local Authority Representation on               <ul style="list-style-type: none"> <li>- Louth County Enterprise Board; <i>LCC</i></li> <li>- Louth LEADER; <i>LCC</i></li> <li>- Louth County Childcare Committee; <i>LCC</i></li> <li>- Louth County Enterprise Fund; <i>LCC</i></li> <li>- East Border Region Committee; <i>LCC</i></li> <li>- Drogheda Economic Development Group; <i>LCC DBC</i></li> <li>- Drogheda Partnership Company; <i>DBC</i></li> <li>- Dundalk Employment Partnership; <i>DTC</i></li> <li>- Dundalk Economic Development Group. <i>LCC DTC</i></li> </ul> </li> <li>▶ Participated in the Local Policing Forum. <i>LCC DTC DBC</i></li> <li>▶ Social inclusion Measures (SIM) Group operating effectively. <i>LCC DTC DBC</i></li> <li>▶ Projects developed with DKIT. <i>LCC DTC DBC</i></li> <li>▶ RAPID actions are progressed. <i>LCC DTC DBC</i></li> <li>▶ Louth County Childcare Committee assisted in expanding the provision of Childcare Facilities. <i>LCC DTC DBC</i></li> <li>▶ Drogheda Economic Development Plan 2004–2007 implemented.</li> <li>▶ Louth County Council assisted in upgrading and improvement of water services. <i>DTC</i></li> </ul>
<p><b>2.0</b> To improve integrated service delivery with particular emphasis on new and expanding population centres.</p>	

Strategic Objective	Indicative Actions
<p><b>3.0</b> To continuously explore all potential funding opportunities available through EU, regional, local and cross-border programmes.</p>	
<p><b>4.0</b> To fully support the principle of workplace partnership.  <b>4.1</b> To further develop internal cross-departmental co-operation.</p>	
<p><b>5.0</b> To work with relevant groups on the development of appropriate urban transport initiatives in the major towns.</p>	<ul style="list-style-type: none"> <li>▶ Improved collaboration with transport, trade and retail organisations. <i>LCC DTC DBC</i></li> </ul>
<p><b>6.0</b> To implement the Barcelona Declaration in partnership with local disability interest groups.</p>	
<p><b>7.0</b> To work with the retail sector in Dundalk to ensure that Dundalk fulfills its role as a regional retail centre.  <b>7.1</b> To work with economic development agencies to maximise economic development in the county, including the towns of Drogheda and Dundalk.</p>	<ul style="list-style-type: none"> <li>▶ Dundalk Mini Metropolis Study complete. <i>LCC DTC</i></li> <li>▶ Improved collaboration with transport, trade and retail organisations. <i>LCC DTC DBC</i></li> <li>▶ Main utility suppliers assisted in provision of utilities for town. <i>LCC DTC DBC</i></li> <li>▶ IDA, Enterprise Ireland, Louth County Enterprise Board and FÁS assisted in provision of industrial development enterprise and training related to employment. <i>LCC DTC DBC</i></li> <li>▶ Chamber of Commerce (and Trade) assisted in meeting gaps in commercial and retail sectors. <i>LCC DTC DBC</i></li> <li>▶ Louth Hospitality Ltd assisted in improving tourism product. <i>LCC DTC DBC</i></li> </ul>

### Responsibility for Implementation

**Dundalk Town Council**

- ▶ All Sections of Dundalk Town Council.

**Louth County Council**

- ▶ All Directorates of Louth County Council

**Drogheda Borough Council**

All sections of Drogheda Borough Council

### Key Indicators:

- ▶ Number of interagency projects implemented
- ▶ Number of new initiatives implemented in RAPID and CLÁR areas.

LCC: *Louth County Council*

DTC: *Dundalk Town Council*

DBC: *Drogheda Borough Council*

# Appendix 1: Our Councillors

## Louth County Council

Cllr. Terry Brennan <i>(Cathaoirleach)</i>	<i>Fine Gael</i>
Cllr. Michael O'Dowd	<i>Fine Gael</i>
Cllr. Oliver Tully	<i>Fine Gael</i>
Cllr. Jimmy Mulroy	<i>Fianna Fáil</i>
Cllr. Jacqui McConville	<i>Fianna Fáil</i>
Cllr. Imelda Munster	<i>Sinn Féin</i>
Cllr. Gerald Nash	<i>Labour</i>
Cllr. Ken O'Heiligh	<i>Non-Party</i>
Cllr. Anthony Donohoe	<i>Fine Gael</i>
Cllr. Frank Maher	<i>Fianna Fáil</i>
Cllr. Tomás Sharkey	<i>Sinn Féin</i>
Cllr. Peter Savage	<i>Fianna Fáil</i>
Cllr. Jim Ryan	<i>Non-Party</i>
Cllr. Seamus Keelan	<i>Fianna Fáil</i>
Cllr. Jim Loughran	<i>Sinn Féin</i>
Cllr. Kevin Meenan	<i>Sinn Féin</i>
Cllr. Mary Grehan	<i>Non-Party</i>
Cllr. Jim D'Arcy	<i>Fine Gael</i>
Cllr. Martin Bellew	<i>Non-Party</i>
Cllr. Declan Breathnach	<i>Fianna Fáil</i>
Cllr. Jim Lennon	<i>Fine Gael</i>
Cllr. Pearse McGeough	<i>Sinn Féin</i>
Cllr. Finnan McCoy	<i>Fine Gael</i>
Cllr. Thomas Clare	<i>Fianna Fáil</i>
Cllr. Tommy Reilly	<i>Fianna Fáil</i>
Cllr. Donal Lynch	<i>Fianna Fail</i>

## Ardee Town Council

Cllr. Leonard Hatrick <i>(Cathaoirleach)</i>	<i>Progressive Democrats</i>
Cllr. Niall Carberry	<i>Fine Gael</i>
Cllr. Seamus Gaffney	<i>Sinn Féin</i>
Cllr. Fintan Malone	<i>Fianna Fáil</i>
Cllr. Finnan McCoy	<i>Fine Gael</i>
Cllr. Fionnán McCoy	<i>Fine Gael</i>
Cllr. Padraig McKenny	<i>Fianna Fáil</i>
Cllr. Tom Minogue	<i>Labour</i>
Cllr. Jim Tenanty	<i>Non-Party</i>

## Dundalk Town Council

Cllr. Kevin Meenan <i>(Cathaoirleach)</i>	<i>Sinn Féin</i>
Cllr. Martin Bellew	<i>Non-Party</i>
Cllr. Seamus Byrne	<i>Fianna Fáil</i>
Cllr. Geraldine Murphy	<i>Sinn Féin</i>
Cllr. Jim D'Arcy	<i>Fine Gael</i>
Cllr. Mark Dearey	<i>Green Party</i>
Cllr. Ian Dooley	<i>Sinn Féin</i>
Cllr. Mary Grehan	<i>Non-Party</i>
Cllr. Seamus Keelan	<i>Fianna Fáil</i>
Cllr. Noel Lennon	<i>Fianna Fáil</i>
Cllr. Jim Ryan	<i>Non-Party</i>
Cllr. Eamonn O'Boyle	<i>Fine Gael</i>

## Drogheda Borough Council

Cllr. Gerald Nash (Mayor)	<i>Labour</i>
Cllr. Tommy Byrne	<i>Non-Party</i>
Cllr. Matthew Coogan	<i>Sinn Fein</i>
Cllr. Anthony Donohue	<i>Fine Gael</i>
Cllr. Malachy Godfrey	<i>Non-Party</i>
Cllr. Frank Maher	<i>Fianna Fáil</i>
Cllr. Jimmy Mulroy	<i>Fianna Fáil</i>
Cllr. Tommy Murphy	<i>Fianna Fáil</i>
Cllr. Paul Bell	<i>Labour</i>
Cllr. Michael O'Dowd	<i>Fine Gael</i>
Cllr. Ken O'Heiligh	<i>Non-Party</i>
Cllr. Dom Wilton	<i>Sinn Féin</i>

## Louth County Council Corporate Policy Group

Cllr. Terry Brennan <i>(Cathaoirleach)</i>
Cllr. Declan Breathnach
Cllr. Michael O'Dowd
Cllr. Jim Lennon
Cllr. Martin Bellew
Cllr. Seamus Keelan
Ms. Martina Moloney, <i>County Manager</i>

The CPG comprises the Chairperson of Louth County Council, the Chairperson of each of the Strategic Policy Committees and the County Manager. Its function is to link the work of the individual SPCs and provide a forum where policy positions affecting the entire Council can be agreed for submission to the full Council. This Group meets on a regular basis.

# Appendix 2: Membership of our Committees

Strategic Policy Committees (SPCs) were established in Louth County Council as part of the reform of local government and are charged with preparing policy on behalf of the County Council. The SPC system is intended to provide members and relevant sectoral interests an opportunity for involvement in the policy making process. SPCs meet at least four times each year. Policies recommended by the SPCs are forwarded to the Corporate Policy Group (CPG). This Group agree and recommend the proposed policies to the full Council. Decisions to accept the recommended policies rests with the full Council.

## Planning SPC

Cllr. Seamus Keelan (*Chairperson*)  
Cllr. Pearse McGeough  
Cllr. Tommy Reilly  
Cllr. Finnan McCoy  
Cllr. Jim Loughran  
Cllr. Gerald Nash  
Cllr. Declan Breathnach  
Cllr. Terry Brennan  
Cllr. Peter Savage  
Cllr. Jim Tennanty, *Town Council Representative*  
Mr. Frank Aiken, *Business/Commercial*  
Mr. Tom Duffy, *Development/Construction*  
Mr. Benny Devlin, *Community/Voluntary*  
Mr. Thomas Matthews, *Community/Voluntary*  
Mr. Colm Markey, *Agriculture/Farming*

## Environment and Emergency Services SPC

Cllr. Martin Bellew (*Chairperson*)  
Cllr. Imelda Munster  
Cllr. Oliver Tully  
Cllr. Thomas Clare  
Cllr. Mary Grehan

Cllr. Ken O'Heiligh  
Cllr. Pearse McGeough  
Cllr. Tommy Murphy, *Town Council Representative*  
Ms. Penny Butler, *Community/Voluntary*  
Ms. Ide Lenihen, *Community/Voluntary*  
Mr. Seamus McDonnell, *Agriculture/Farming*  
Mr. David D'arcy, *Environment/Culture*

## Corporate Services, Recreation, Amenity, Culture and Education SPC

Cllr. Michael O'Dowd (*Chairperson*)  
Cllr. Jim D'arcy  
Cllr. Tomás Sharkey  
Cllr. Donal Lynch  
Cllr. Anthony Donohoe  
Cllr. Frank Maher  
Cllr. Kevin Meenan  
Cllr. Ian Dooley, *Town Council Representative*  
Ms. Tinu Achioya, *Community/Voluntary*  
Ms. Odile Glynn, *Community/Voluntary*  
Ms. Phil Conyngham, *Trade Unions*  
Mr. Killian Logan, *Business/Commercial*

## Infrastructure Incorporating Roads, Water Services and Marine SPC

Cllr. Jim Lennon (*Chairperson*)  
Cllr. Jim Loughran  
Cllr. Jacqui McConville  
Cllr. Jimmy Mulroy  
Cllr. Tommy Reilly  
Cllr. Finnan McCoy  
Cllr. Oliver Tully  
Cllr. Mark Deary, *Town Council Representative*  
Mr. Andrew Deary, *Business/Commercial*  
Mr. Declan Murphy, *Development/Construction*  
Mr. Sean Crudden, *Community/Voluntary*  
Mr. Joe Leech, *Agriculture/Farming*

## Housing, Economic, Community and Social Development SPC

Cllr. Declan Breathnach (*Chairperson*)  
Cllr. Terry Brennan  
Cllr. Kevin Meenan  
Cllr. Gerard Nash  
Cllr. Peter Savage  
Cllr. Jim Ryan  
Cllr. Imelda Munster  
Cllr. Malachy Godfrey, *Town Council Representative*  
Ms. Lucy Rafferty, *Community/Voluntary*  
Mr. Larry Conlon, *Trade Unions*  
Mr. William Baldwin,  
*Development/Construction*  
Mr. James Cumiskey,  
*Business/Commercial*

Municipal Policy Committees (MPCs) are currently being established both in Dundalk Town Council and Drogheda Borough Council and will have the same function as SPCs in the County Council.

## Area Committees and Expanded Area Committees

**Area Committees** have been in operation for a number of years and meetings are held every month or more frequently as required. Membership of each Committee comprises elected members from the relevant Local Electoral Area. It is the intention that decisions that are relevant to a specific area are made at area level. Therefore, Area Committees will continue to deal with matters relating to the operational delivery of local authority services.

**Expanded Area Committees** have been in operation for the last three years. These committees comprise members of the Area Committees and also community/voluntary sector representatives and other relevant sectoral interests as appropriate that operate locally. The role of this Committee is to address community development and CDB issues that impact locally.

# *Appendix 3: Membership of Louth County Development Board 2004*

Cllr. Declan Breathnach ( <i>Chairperson</i> )	<i>Louth Local Authorities</i>
Cllr. Terry Brennan	<i>Louth Local Authorities</i>
Cllr. Seamus Keelan	<i>Louth Local Authorities</i>
Cllr. Michael O'Dowd	<i>Louth Local Authorities</i>
Cllr. Martin Bellew	<i>Louth Local Authorities</i>
Cllr. Jim Lennon	<i>Louth Local Authorities</i>
Cllr. Leonard Hatrick	<i>Louth Local Authorities</i>
Ms. Martina Moloney	<i>Louth Local Authorities</i>
Mr. Ronan Denny	<i>Louth County Enterprise Board</i>
Mr. Bill Tosh	<i>Louth County Enterprise Board</i>
Ms. Maureen Ward	<i>Louth LEADER Company</i>
Ms. Elaine Hobson	<i>Louth LEADER Company</i>
Ms. Mary-Ann McGlynn	<i>Drogheda Partnership Company</i>
Mr. Denis Cahalane	<i>Dundalk Employment Partnership</i>
Mr. Willie McAllister	<i>North Eastern Health Board</i>
Mr. Con Shanahan	<i>FÁS</i>
Mr. Oliver Dillon	<i>Teagasc</i>
Dr. Peter Connolly	<i>Louth VEC</i>
Ms. Rosemary Sexton	<i>Enterprise Ireland</i>
Mr. Pat Doherty	<i>IDA Ireland</i>
Ms. Martina O'Dwyer	<i>Regional Tourism Authority</i>
Mr. Pat Shields	<i>Department of Social, Community and Family Affairs</i>
Superintendent Pat McGee	<i>An Garda Síochána</i>
Mr. Denis Cummins	<i>Dundalk IT</i>
Ms. Sadie Ward McDermot	<i>Louth County Childcare Committee</i>
Mr. Frank O'Brien	<i>Department of Education and Science – North East Region</i>
Mr. Tom McGuinness	<i>IBEC</i>
Mr. Donncadha McRaghnaill	<i>ICTU</i>
Mr. Liam Woods	<i>IFA</i>
Ms. Breeda Tuite	<i>Louth County Community Forum</i>
Ms. Geraldine McCormack	<i>Louth County Community Forum</i>

# Appendix 4: Membership of Louth County Community Forum 2004

Thomas Mathews (*Chairperson*)  
Kay Duffin (*Vice –Chairperson*)  
Elaine Hobson (*Secretary*)  
Breeda Tuite

Ann Harmon  
Benny Devlin  
Christine Brennan  
John Savage  
Michael Desmond Hynes  
Lucy Rafferty  
Odile Glynn  
Sean Crudden  
Tinu Achioya  
Geraldine McCormack  
Larry McGuill  
Pat McVeigh  
Eugene Matthews  
Penny Butler  
Helen Brogan  
Val McAuley  
Ide Lenihan  
Phil Conyngham

*People with Disabilities – Louth (PWDI)*  
*Monasterboice Forum*  
*Clogherhead Development Group*  
*Guild of Uriel/County Louth Archaeological and Historical Society*  
*National Parents Council Primary – Louth*  
*Louth Community Games*  
*Dundalk Childcare Network*  
*New Border Generation*  
*Cooley Environmental and Health Group*  
*Muirhevnamor Community Council*  
*Setanta Initiative*  
*Greenore Cooley Fisherman's Association*  
*Louth African Womens' Support Group*  
*Ferdia Community Development Company*  
*Rás na hÉireann*  
*Fáilte Abhaile*  
*Dunleer Community Development Board*  
*Earthwatch*  
*St. Mary's Youth Initiative, Drogheda*  
*Termonfeckin Macra na Feirme*  
*Drogheda Area Womens' Network*  
*Drogheda Federation of Residents and Tenants*

## Membership of our Committees

### Management Team

Ms. Martina Moloney, *County Manager*  
Mr. Joe McGuinness, *Director of Services, Corporate Services, Recreation and Amenity*  
Mr. Michael Curran, *Director of Services, Community and Enterprise and Housing*  
Ms. Joan Martin, *Director of Services, Infrastructure*  
Mr. Anthony Davis, *Head of Finance*  
Ms. Rose Kenny, *Director of Services, Environment and Planning*  
Mr. Des Foley, *Town Clerk, Drogheda Borough Council*

Mr. Frank Pentony, *Town Clerk, Dundalk Town Council*  
Ms. Colette Moss, *Senior Executive Officer, Corporate Services*

### Louth County Development Board

Louth County Council also has responsibility for Louth County Development Board (CDB) which has representation from all state agencies operating locally, local development agencies, social partners and local government. The CDB has produced a ten-year strategy for the Social, Economic and Cultural development of Louth 2002–2012. (See Appendix 1 for a list of CDB organisations and members). The Strategy is available to download on [www.louthcdb.ie](http://www.louthcdb.ie).

### **Louth County Community Forum**

Louth County Community Forum was established in 2000 as a representative organisation for all community and voluntary organisations in the county. There are three Local Area Fora in Louth (i.e. North Louth, Mid Louth, Drogheda and South Louth) which are open to membership from all community and voluntary groups in the respective areas. In addition, there is a County Community Forum, which is a representative body for the three Local Fora and which has 25 members. The County Community Forum has representatives on the following bodies:

- ▶ Strategic Policy Committees
- ▶ Expanded Area Committees
- ▶ Louth LEADER Company
- ▶ Louth County Childcare Committee
- ▶ Louth County Development Board
- ▶ Louth County Council led PEACE II Task Force
- ▶ Social Inclusion Measures (SIM) Group and
- ▶ A number of Cross Border Programmes

Further information is available on [www.louthcdb.ie/louthcommunityforum](http://www.louthcdb.ie/louthcommunityforum). (See Appendix 2 for a list of Louth County Community Forum current members).

### **Workplace Partnership**

The role of the Louth Workplace Partnership Committee is to manage and steer the partnership of management and unions within Louth Local Authorities. The Committee recommend decisions by consensus regarding policy change/development that affects the workplace. Membership comprises equal numbers of union and management representatives from across Louth Local Authorities. The Committee implements projects aimed at staff development, improving customer service and organisational efficiency. A Facilitator co-ordinates the projects and activities of the Committee.

