



Longford County Council Corporate Plan 2024–2029



Adopted by the elected members of
Longford County Council on 13 November 2024

Contents

Message from the Cathaoirleach and Chief Executive	4
Vision	6
Mission	6
Values and Themes	7
Guiding Principles	8
Governance	8
Our Operating Environment	9
Our Plan – Realising Our Ambitions	10
Longford: The Heartland of the Midlands	11
Socio-economic profile of County Longford	14
Strategic Workforce Plan	16
Strategic Business Plan	16
Our Public Sector Duty – Our Commitment	20
Our Council: organisation and what we do	22
Our Council	28
Directorates and Services	29
Implementation, Monitoring and Review	30
Setting the Scene	31
Strategic Objectives: Our People	33
Strategic Objectives: Our Place	39
Strategic Objectives: Our Opportunity	45
Strategic Objectives: Our Public Services	51
Acknowledgements	58
Appendix 1: Consultation	58
Appendix 2: Strategies and Plans influencing Local Government and Our Council Obligations and Activities	60

Communities are the heart of County Longford

Through our people-centred strategic objectives we strive to create connected, sustainable and prosperous communities by focusing on housing, safety, cultural celebration, sports, integration, diversity and health.



Message from the Cathaoirleach and Chief Executive

Longford County Council’s Corporate Plan 2024-2029 is our strategic direction and sets out our vision and priorities for County Longford over the next five years.

This plan is informed by the views of County Longford people and local organisations and businesses. It is also informed by our elected members and our employees who work to serve our communities and stakeholders. We thank all that have contributed to this consultation process.

It is also informed by the context in which we work. So much has happened over the last five years, including the unprecedented COVID-19 pandemic which brought so much change to our society. It also brought many changes to our organisation, making us agile and helping us adapt so that we could continue to effectively serve our people and continue our work.

As we move into a post-pandemic world, we continue to find new ways of working to become more efficient and effective. This includes adaption to address the challenges of climate change. This plan sets out how we are working to implement effective climate action, with tangible, measurable and sustainable solutions to help us to improve our environment for future generations.

This Corporate Plan 2024-2029 also outlines our many commitments as we strive to make County Longford a better place for people to live and work in, a better place to do business and a destination of choice for tourists to visit – A county where people, place and opportunity are connected.

For this, we aim to add to and enhance the many strengths we have as a County and as a Council. We have excellent people, community and entrepreneurial spirit, creativity, and diversity. Our plan also sets out our ambitious action plans as we continually improve to better address the needs of our communities. This plan is also dynamic so that we can adapt effectively to new and changing circumstances, while continuing to put our citizens and communities first.

Message from the Cathaoirleach and Chief Executive

On behalf of Longford County Council, including our newly elected Council, our management team, and employees, we welcome this new Corporate Plan. We look forward to implementing its actions as we move forward into the future, creating a more vibrant, prosperous, dynamic, and safer county.



Paddy Mahon
Chief Executive
Longford County Council



Cllr Mark Casey
Cathaoirleach
Longford County Council





Vision

Longford County Council's vision is for a vibrant, inclusive and sustainable county where every citizen has the opportunity to thrive, contribute and achieve their full potential. By working together with citizens, businesses and stakeholders, we can build a future that prioritises inclusivity, sustainability, empowerment, and safety.

Mission

Longford County Council will lead our communities towards sustainable social, economic, environmental and cultural development by fostering collaboration, innovation and inclusivity, ensuring a high quality of life for all citizens.



Values and Themes

Values

Longford County Council's values are the fundamental beliefs or principles that guide our behaviour, decisions and judgement. They reflect what we consider important and shape our culture, attitudes, behaviours and relationships with others. These values are the core beliefs that define our identity, purpose and direction. They also inform our approach to each of our themes.

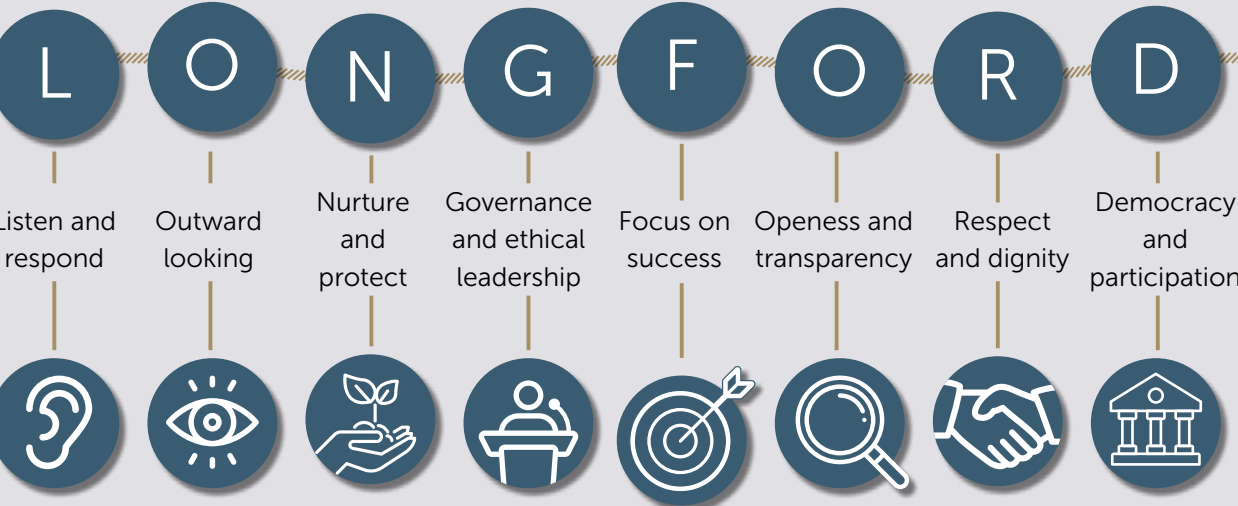
Themes

The aims and objectives of the Council are framed under four pillars shown below.



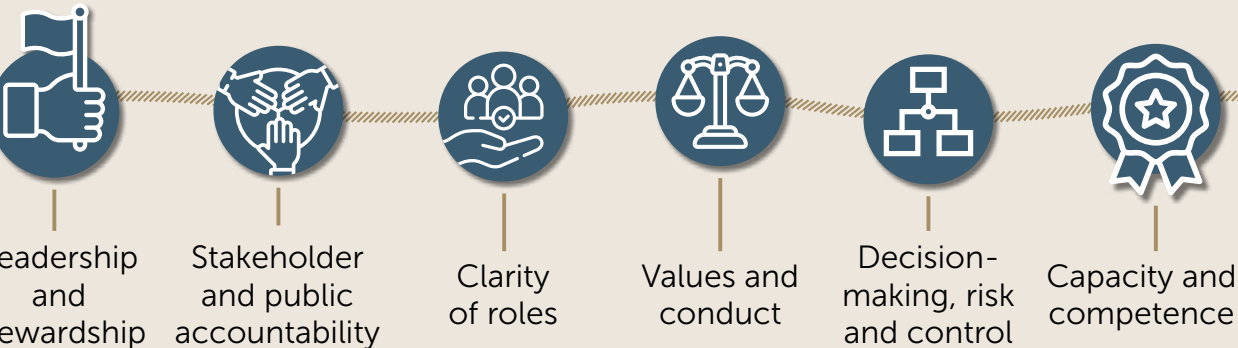
Guiding Principles

In developing Longford County Council’s Corporate Plan, the following guiding principles were agreed. These guiding principles are the broad, strategic guidelines that direct how we operate and makes decisions. They provide a framework for action and behaviour in alignment with our vision, mission, and values.



Governance

Good governance in the public sector is about delivering priorities, achieving objectives, behaving with integrity, and acting in the public interest and in ways that are consistent with legal, regulatory and government policy obligations. The principles underlying Longford County Council’s governance structures are the foundations upon which we conduct our business with integrity and fairness, being transparent and accountable, making all the necessary decisions and comply with relevant legislation and policy.



Our Operating Environment

Longford County Council operates in a challenging and at times unpredictable environment that places significant demands on the capacity and resources of the Council.

The Council’s corporate planning process requires an analysis of the external factors to help inform the key objectives within the Plan.

In framing our strategic objectives, detailed consideration was given to the potential impact of both external and internal environments on the activities and our performance.

External Factors:

- Legal - EU & National Regulatory Framework
- Political
- Socio- Economic
- Societal
- Technological

To deliver on the objectives the necessary organisational capacity, structure and resources must be put in place. Workforce Planning, Our People Strategy, Financial Management, Performance Measurement and Reporting against targets will be key to delivering objectives.

The potential of the effective use of modern technologies, social networking, mobile apps and geographical information systems in an interactive manner with the public, provides a real opportunity to optimise the efficiency in delivering our services.

Longford County Council will proactively engage within its operating environments to ensure that the Council is always well positioned to serve, represent and lead the communities of County Longford.

Our Plan – Realising Our Ambitions

The Corporate Plan is our strategic framework for action. It provides the framework within which we will deliver services on an annual basis, how we allocate and manage resources and it supports our performance management system and our objective of being an organisation of excellence.

The Plan reflects the ambitions that we have for Longford and for Longford County Council. Longford is a county with tremendous potential, with a young, diverse and growing population, with good infrastructure and a natural and cultural heritage that is unrivalled. The county and its people also face challenges but it is the aim of this Council to make Longford the county of choice in which to live, work, visit and do business in.

Longford County Council is well placed to deliver local solutions to local, regional and national challenges. During the lifetime of this plan we commit to engage constructively with all our stakeholders, collaborate with others and to adhere to our core values to deliver the services that the county and its people require and to meet our objectives and challenges that emerge in the period 2024-2029.

What's working well?

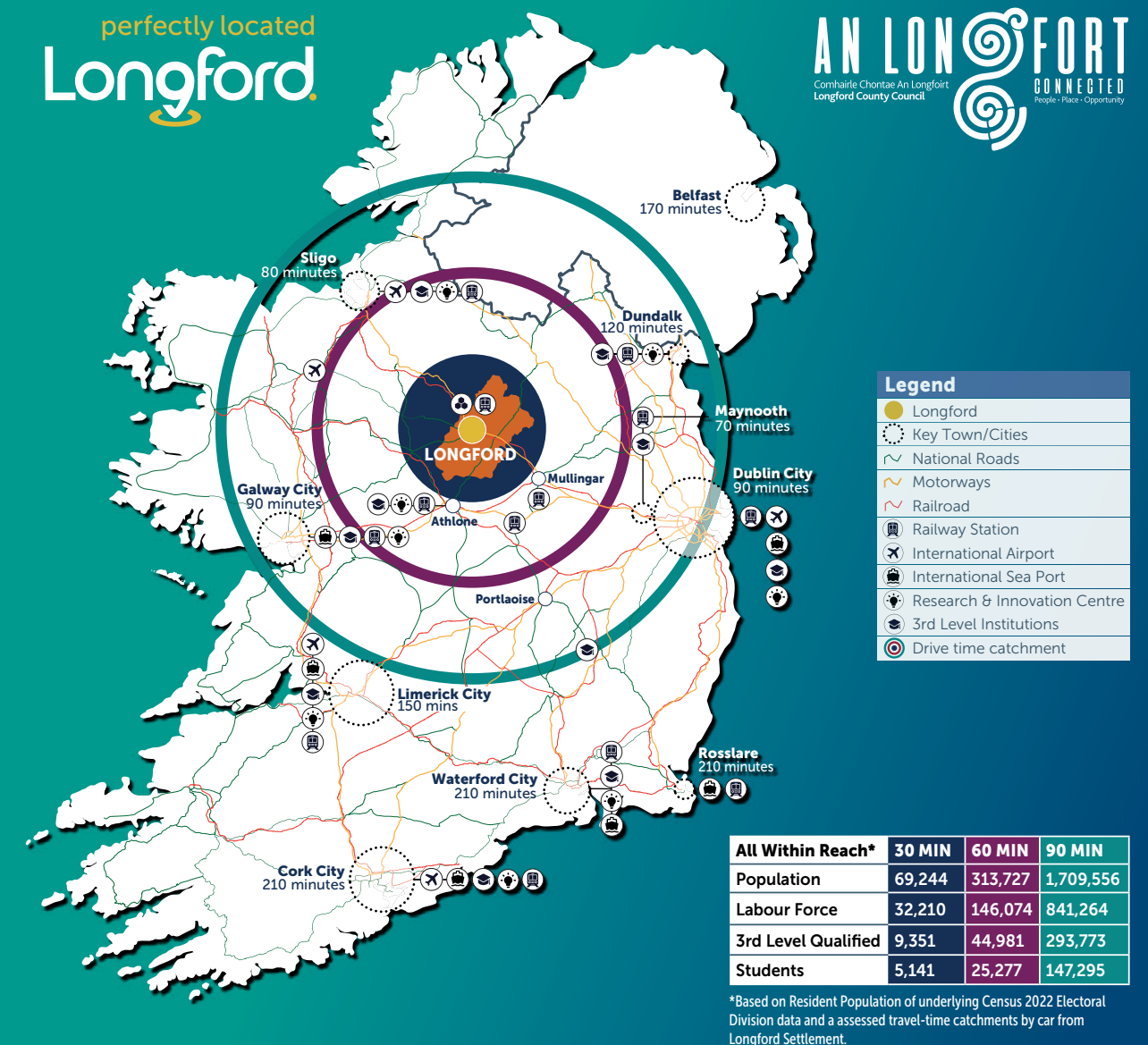
161 Responses



Longford: The Heartland of the Midlands

County Longford is Ireland's fourth-smallest county and covers an area of 1,091km². It is located in the Midlands of Ireland, bordered by County Westmeath, Cavan, Leitrim and Roscommon. In a regional context, County Longford is positioned within the administrative boundary of the Eastern and Midland Regional Assembly.

Longford County Council guarantees a warm and professional reception to potential investors and a pro-active response that will enable them to maximize opportunities and supports available to their businesses.

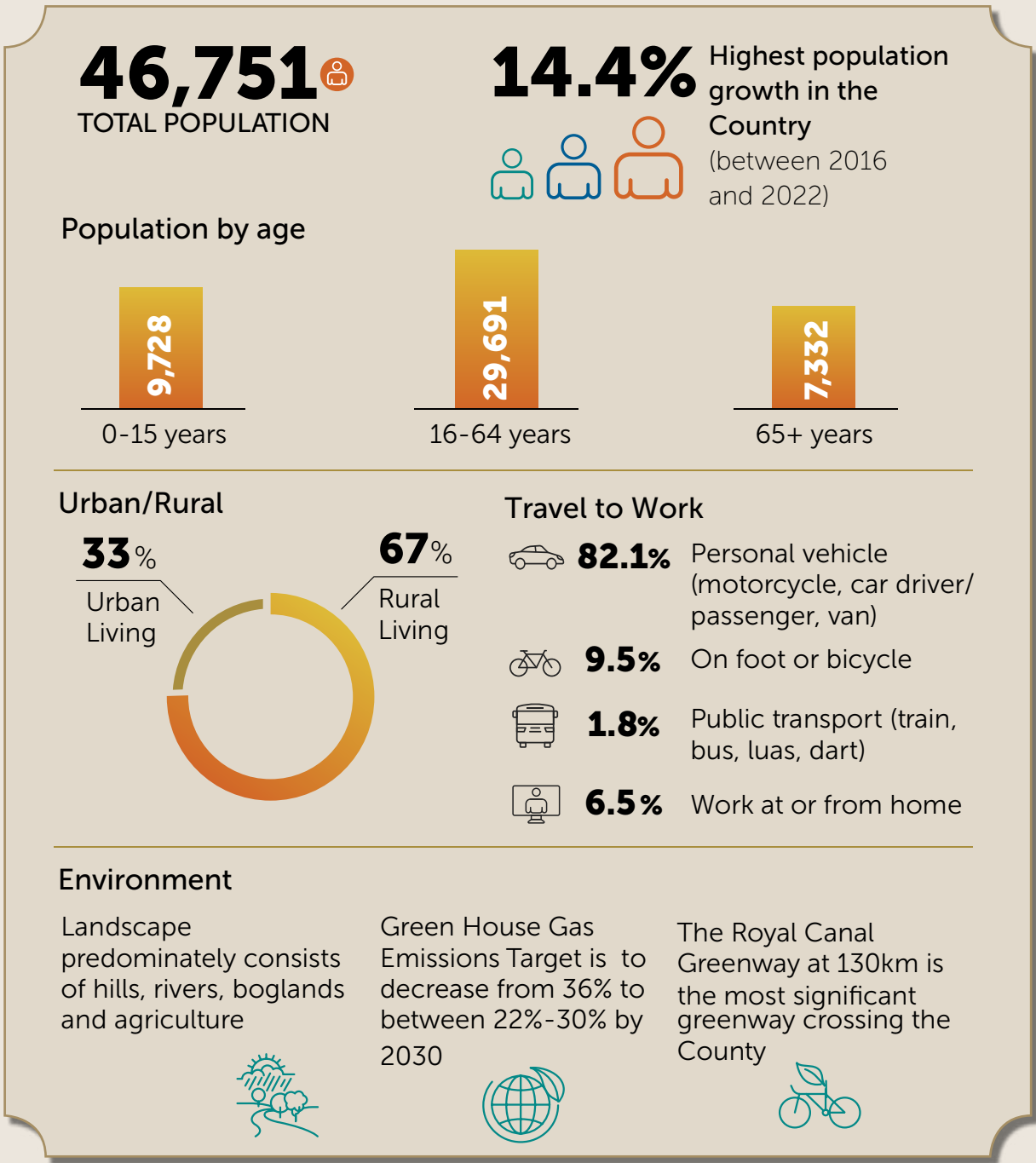


Historical County Longford

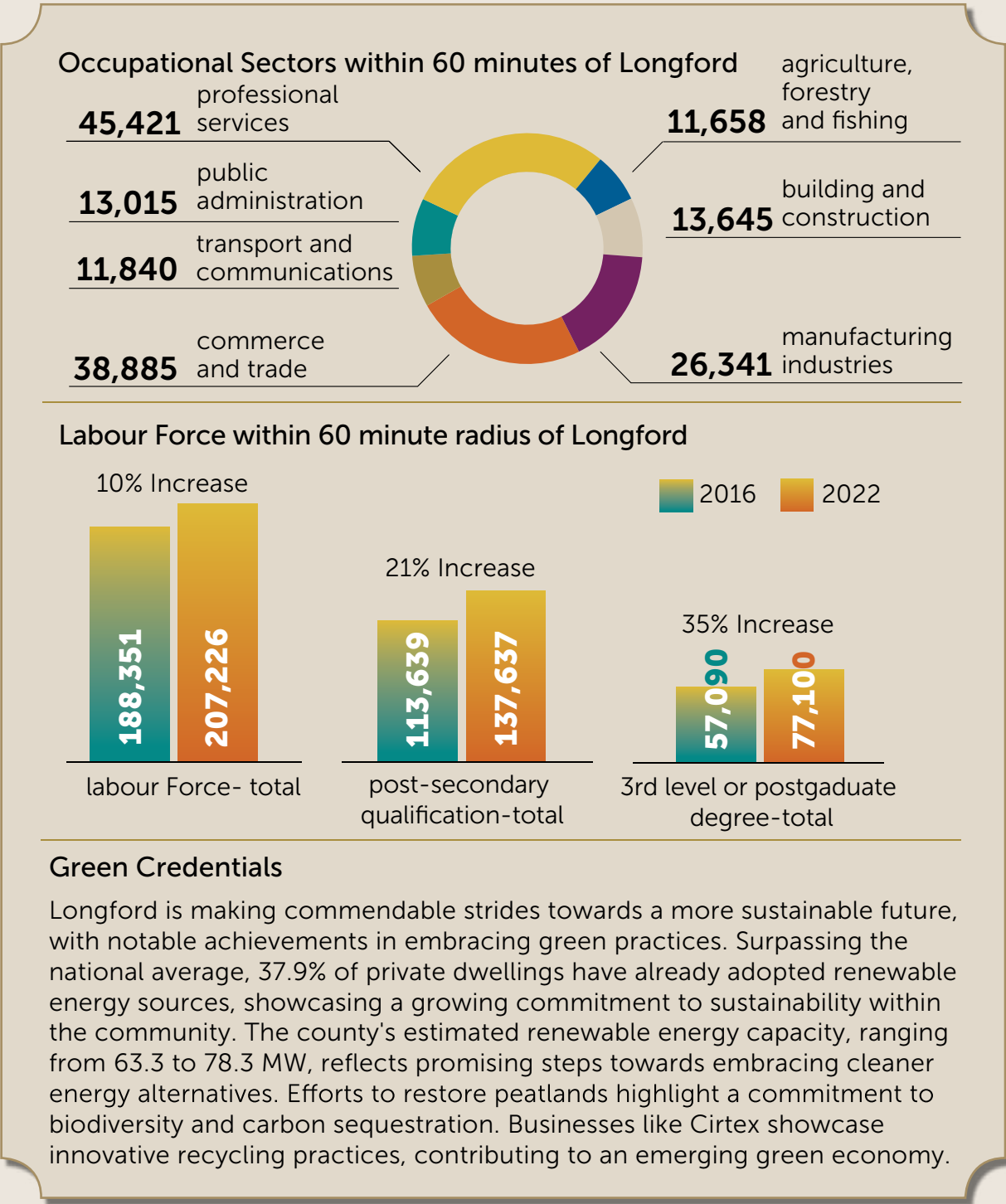
Longford is rich in history, and we are committed to promoting, protecting and celebrating our heritage in the years to come, as we have consistently done in the past. History is a vital component of our county's identity, and we take great pride in it. Our Council will continue to support and commemorate historical events to ensure that our legacy is honoured and preserved.

Socio-economic profile of County Longford

The socio-economic profile of County Longford provides a detailed analysis of the county’s demographic, economic, and social characteristics. It includes data on population trends, employment patterns, income levels, educational attainment, and key social indicators. This profile offers valuable insights into the current socio-economic conditions and helps inform strategic planning and policy development for regional growth and development.



Socio-economic profile of County Longford



Strategic Workforce Plan

Longford County Council will complete a strategic workforce plan to anticipate future developments and maintain a well-structured workforce of an appropriate size, which is able to meet the changing needs of the organisation in a cost-effective manner.

Strategic Business Plan



5 Years – Council Term (mid-2024 to mid-2029)



Closely aligned with LCC Corporate Plan & Strategic Workforce Plan



Ensures consistency, flexibility, adaptability & growth



In-built Informal & Formal Review Mechanisms (1+4,2+3,3+2 & 4+1)



Transparent, Equitable, Delivery Focused



Innovative in Sector (effectively combined Financial Plan & Rolling Budget)



Citizen, Community & Business Focused

5 Pillar Proposals = 5 Key Decisions



1. Local Property Tax (LPT) Variation

- Reserved Function



2. Commercial Rates Increases

- Reserved Function



3. Rent Reviews

- Executive Function



4. Paid Parking

- Executive Function



5. General Municipal Allocation (GMA)

- Executive Function (Amount)
- Reserved Function (Distribution)

Continued Collaborative approach between Members & Executive.

Strategic Business Plan

1. Maximise Potential Discretionary Income	2. Allocate increases to Critical Areas first:	3. Allocate Balance to Funding Capital Projects	4. Utilise
<ul style="list-style-type: none">LPTCommercial RatesHousing RentsInternal Capital ReceiptsDevelopment Levies.	<ul style="list-style-type: none">Housing MaintenanceGMA - IncreaseFootpaths	<ul style="list-style-type: none">RegenerationLongford Town Primary FocusCamlin Quarter PriorityDeliver existing MD commitments	<ul style="list-style-type: none">Increased Borrowing Capacity'Longford Model'Central Government Grants and SubsidiesEU Grants and Subsidies
RUNS FROM 2024-2029			
COMBINED FLEXIBLE BUSINESS PLAN & ROLLING BUDGET			

Key Takeaways

Financial Benefits of 'Longford Model'

- Total Income increased by €32.3m (42%) during previous Council Term 2019-2024.
- Longford Co.Co. benefitted from being first mover on LPT max. upward variation.
- Leads on to 'Longford Strategy' funding model for current Council Term 2024-2029.

Capital Investment by Longford County Council

- 85 Projects worth €31.09m have benefitted from Match-Funding (2019-2024)
- Match Funding of €3.5m has already been provided by Longford County Council.
- Greater Focus on Longford Town from 2025-2029.

Committed & Future Investment ('Longford Strategy')

- 39 Countywide Projects worth €49.05m are On-going.
- LPT (Max Variation) Funding committed to end of 2029.(€1.5m more Match Funding)
- 'Longford Strategy' has potential to fund projects to the value of €70m (2025-2029).

Most Acute Current Financial Risks

- Loss of Rates from Lough Ree Power Station to 2027 (€1.2m per annum)
- Funding Shortfall from Reinstating Housing 'Voids' (€3.4m gap)
- Lack of full commitment to 5 Year Strategic Business Plan - 'Longford Strategy'.



Tranquil County Longford

Longford takes great pride in its numerous tranquil spots of natural beauty. We are committed to enhancing and improving these areas to further showcase the exceptional beauty of County Longford. Our efforts will ensure that both residents and visitors can fully appreciate and enjoy these remarkable landscapes.

Our Public Sector Duty – Our Commitment

Introduction

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

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

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

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

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

Longford County Council in meeting its obligations under the Duty will use the guidelines prepared by the Irish Human Rights and Equality Commission (IHREC). Our approach will also draw on the experiences of other local authorities in implementing the Duty.

Turning Intentions into Actions

In 2025, Longford County Council will adopt the IHREC three-step approach to implementing the Public Sector Equality and Human Rights Duty. We will:

- 1. Assess:** Identify equality and human rights issues relevant to the purpose and functions of an organisation.
- 2. Address:** Implement actions to address equality and human rights issues.
- 3. Report:** Report on developments and achievements arising from implementation of the Duty in a manner that is accessible to the public.

Our Public Sector Duty – Our Commitment

The Council's approach will be informed by the work already undertaken by the Longford Local Community Development Committee (LCDC) in the preparation of its Human Rights and Equality Statement, as part of the Local Economic and Community Plan. This work was informed by the values of dignity, inclusion, social justice, democracy and autonomy.

An assessment of equality and human rights issues leads to recognition of the need to better understand the experience and diversity of employees and service users, to ensure dignity in the workplace and to improve access to services.

In the assessment stage we will consider:

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

Project Team

Corporate Services will establish a cross-departmental project team in Q1, 2025. It will include the relevant designated

In the Addressing stage we will:

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

In the Reporting stage we will:

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

officers who will assist the Council in working through the three-step approach, helping to ensure that we are fully compliant with the Public Sector Duty.

Our Council: organisation and what we do

Our Council

Longford County Council is the primary unit of Local Government operating since its establishment in 1898 with democratically elected members. The Council has a fundamental role in leading, serving and representing our communities. The Council leads the social, economic, environmental, recreational, cultural, and community development of the county.

Elected Council

The Elected Council elected in June 2024 comprises 18 democratically Elected Members with Members simultaneously elected to the County Council and to the three Municipal Districts of Ballymahon, Granard and Longford. The role of the Elected Council is to determine Strategic Policy and to represent the general view of citizens that elected them. The Elected Members carry out their role by way of reserved functions in public session of the Council Meetings. Reserved functions are primarily of a policy nature and include adoption of County Development Plan, Annual Budget, Housing Action Plan and the Corporate Plan.

Strategic Policy Committees

The Elected Council is assisted in its policy deliberations by 4 Strategic Policy Committees in the areas of:

- Social Development
- Physical Development
- Economic, Enterprise and Rural Development
- Governance

The membership of the Strategic Policy Committees is drawn from the Council Members, sectoral and community representatives.

Corporate Policy Group

The Chairperson's of the Strategic Policy Committees together with the Cathaoirleach of the Council form the Corporate Policy Group. The Corporate Policy Group provide an important advisory and consultative role on policy matters as required. The Corporate Policy Group supported by the Chief Executive has statutory functions including the preparation of the Annual Budget and preparation and ongoing monitoring of the Corporate Plan.

Our Council: organisation and what we do

Elected Members of Longford County Council 2024-2029



Flourishing County Longford

We remain dedicated to fostering the growth and development of County Longford in a positive manner, ensuring that it offers abundant opportunities for both residents and visitors. Our commitment to progressing the county will enable us to continue delivering exceptional services and experiences for all.

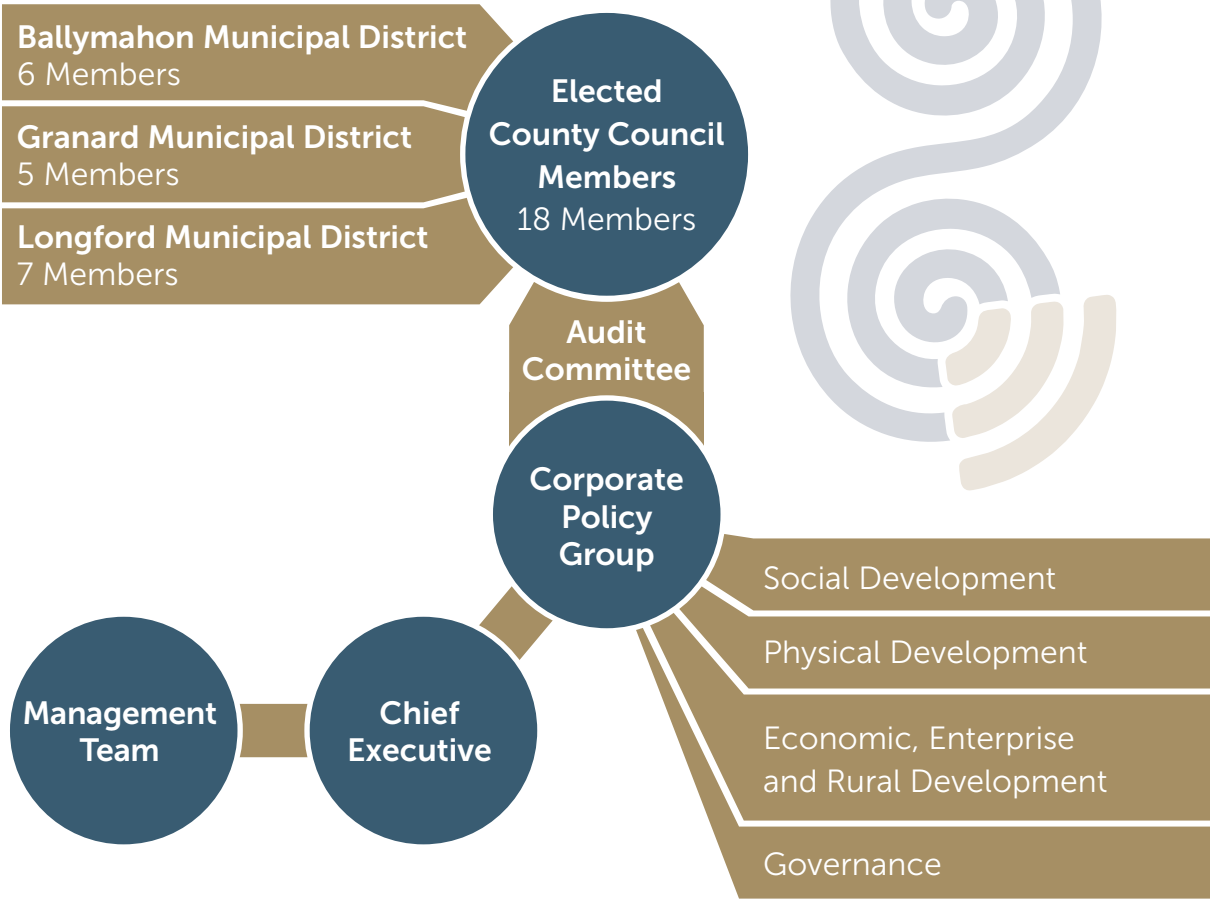
Our Council: organisation and what we do

Chief Executive

The role of the Chief Executive is to carry out the executive functions of the Council. The Chief Executive is appointed in accordance with the Local Government Regulations, 2014 and is responsible for the day to day operational decisions under the Council policies decided by the Councillors.

The delivery of all Council’s services is a matter for the Chief Executive of the Council. Functions include all employee related matters, planning decisions, the award of grants and loans, the allocation of houses and the management of the Council’s assets. Council employees carry out their roles and duties under the direction and guidance of the Chief Executive.

Our Organisatial Structure



Our Council: organisation and what we do

Local Community Development Committee

The Local Community Development Committee is a committee of the Council established in 2014. The aim of the Committee is to develop, co-ordinate and implement a coherent and integrated approach to local and community development. Membership of this committee comprises a range of statutory and non-statutory socio-economic partners drawn from the Council’s administrative area. Committee membership is constituted to ensure an appropriate representational balance between public and private interests, while also facilitating an appropriate mix across the broad range of sectors across the county.

Public Participation Network

The Public Participation Network is a framework for Public Engagement and Participation in Local Government. The Public Participation Network is the main link through which the Council connects with the Community, Voluntary and Environmental Sectors. The network brings together these groups to give voice to a diverse range of views and interests within the local government system, so they can fully participate in policy making and activities that will shape the future development of our county. The Public Participation Network facilitates representations on decision making committees and bodies within the Council such as the Strategic Policy Committees and the Local Community Development Committee.

Local Community Safety Partnership

Longford Local Community Safety Partnership (LCSP) gives local people a stronger voice to identify and tackle community safety issues. Community safety goes beyond just policing and crime. It is also about people being and feeling safe in their communities. It includes everything from visible Gardaí to safe places for children to play. Longford was one of 3 areas who were a pilot for the Programme and due to the success of the pilot it has now been rolled out nationally.

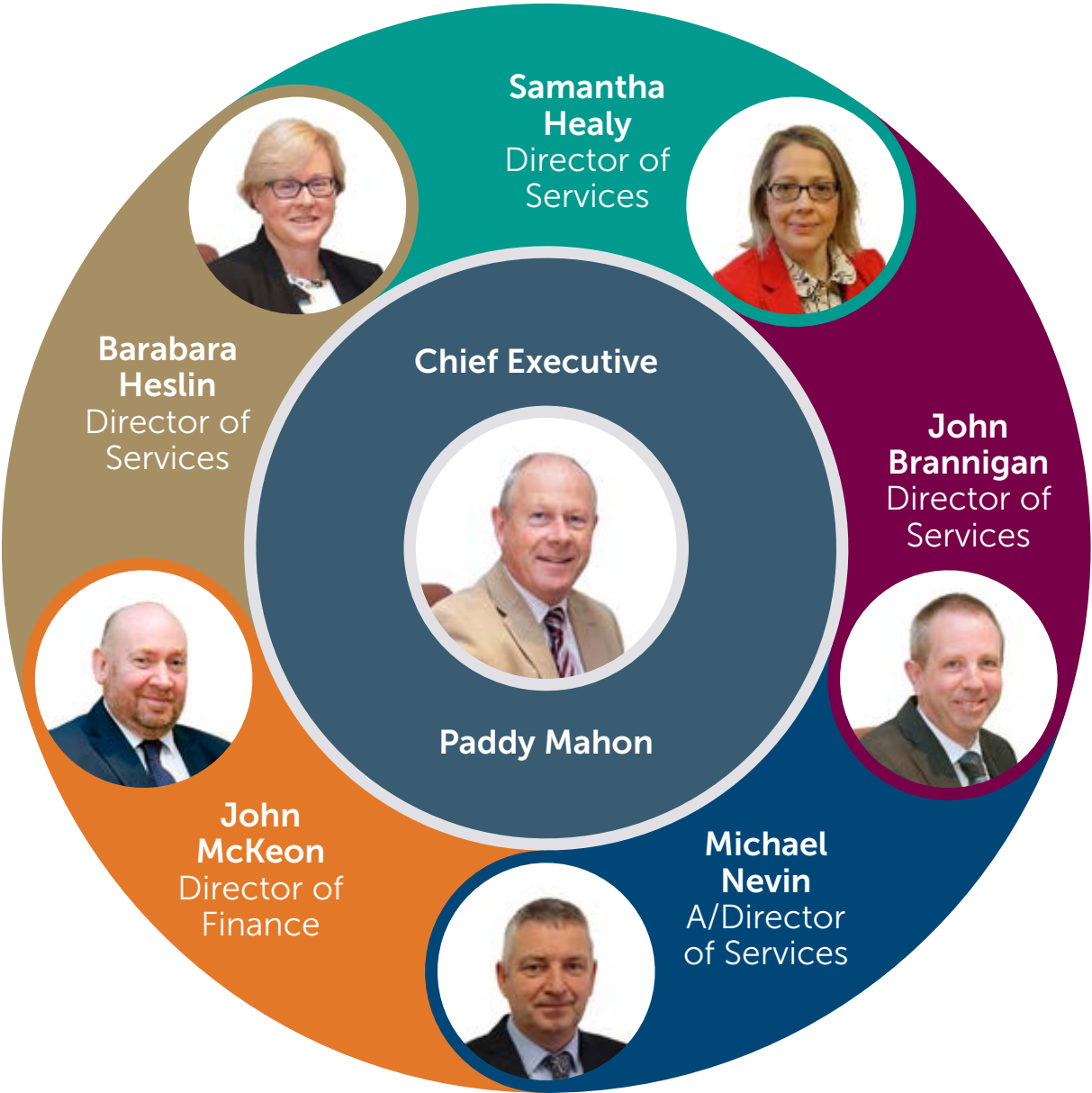
The LCSP brings together state services, the voluntary and community sectors, local councillors, businesses and community members, including individuals, families and young and older people. Representatives of the community will make up 51% of the members of the Local Community Safety Partnership, meaning community voices will be the majority.

Our Council

Longford County Council is your Council. At the centre of the local community, Longford County Council is the authority responsible for local government in County Longford. We are also a provider of key public services.

Our vision is to make Longford the place to be - An ambitious county providing opportunities for all.

The Management Team will lead and maintain the momentum in delivery of our Corporate Plan objectives.



Directorates and Services

Social Development, Physical Development, Economic Development, Finance, Innovation and Information Technology


Roads and Transportation	Enterprise Development
Environment	Corporate
Climate Action	Regeneration and Active Travel
Planning	Town Centre First
Fire and Emergency	Integration
Housing	Enterprise and Tourism
Community	Library and Cultural Services
Human Resources	Just Transition
Facilities	Finance
Capital Projects	Information Technology
Economic Development	Ukrainian Humanitarian Response

Implementation, Monitoring and Review

At Longford County Council, we implement, review, and monitor our Corporate Plan through a structured approach that ensures effective execution and continuous assessment of our strategic objectives.

Stakeholders

- Elected Members
 - CPG
 - SPCs
 - Audit Committee
- Council Executive
 - NOAC
 - DHLGH
 - Citizens



Strategic Plans

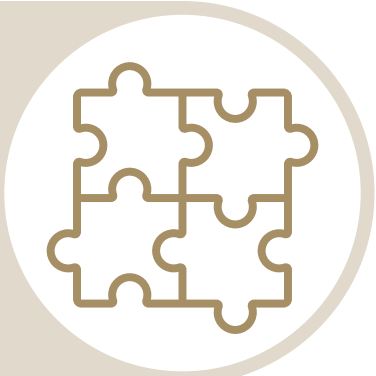
5-Year Corporate Plan

- Annual Service Plans
- Team Plans
- Individual Performance and Development Plans

5-Year Strategic Business Plan

- Annual Revenue Budgets
- 'Rolling' 3-Year Capital Budgets


Workforce Plan



Review Mechanisms

- Monthly Chief Executive Reports
- Annual Reports
- Annual Financial Statements
- Quarterly DHLGH Returns


- CPG Reviews
- Performance Indicators
- Public Spending Code
- PMDS
- Audit Committee Reviews





30 Corporate Plan 2024–2029 / Longford County Council


Setting the Scene


This Corporate Plan leverages the successes of previous initiatives and key objectives. The Council has demonstrated a proven track record of successful project delivery through collaboration with stakeholders and communities, earning both national and international recognition for its projects and systems.


 Delivery of Housing Programme


 Climate Action Plan 2024-2029


 County Longford Development Plan 2021-2027


 225th Commemoration of the Battle of Ballinamuck


 National Famine Commemoration


 Health & Safety Management System certified to ISO 45001


 Age Friendly Programmes and Healthy Homes


 Ukrainian Humanitarian Response


 Safe Routes to School


 Response to Covid 19


 Retrofit Housing Programme


 Embrace Digital Communication Transformation


 Dreamspace Showcase


 Dead of Night Festival


 The Roads Programme


 Opening of Edgeworthstown Library


 Local Elections and New Council


 Digital Hubs


 Remote Working


 Granard Booktown Festival


 Enhanced Broadband Connectivity


 Transition to ePlanning


 Effective Twinning Collaborations


 Small Business Assistance Scheme (SBAS)


 Increased Cost of Business (ICOB) Grants

 Longford Skatepark

 Incident control unit for Civil Defence

 Advancing N4 Scheme Phase 2

 Public Realm Improvements

 Active Travel Schemes

Corporate Plan 2024–2029 / Longford County Council 31



Strategic Objectives: Our People

The following strategic objectives aim to create connected sustainable and prosperous communities by focusing on housing, safety, cultural celebration, sports, integration, diversity and health. By fostering collaboration and engagement among citizens and stakeholders, the objectives promote a vibrant community spirit and enhances quality of life for all.

Contribution towards the UN Sustainable Development Goals		
1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION 	5 GENDER EQUALITY 	10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	13 CLIMATE ACTION
15 LIFE ON LAND 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	17 PARTNERSHIPS FOR THE GOALS

Strategic Objectives: Our People

Objective: Develop connected, sustainable and prosperous communities with access to housing, education, work, healthcare and leisure

Supporting Strategies

- Create balanced and mixed communities of persons of varied ages, family composition, ethnic background and socio-economic status
- Support Governments housing plan and home ownership by advocating for an affordable housing scheme for the county and supporting tenant purchase schemes
- Facilitate the provision of well managed and well maintained social housing within an environment that is attractive, safe and secure in a community where people will want to live
- Support the LCDC in the development of a strategic framework for economic and community development for the county
- Work with the relevant agencies to improve access to and delivery of high quality services for our citizens

Expected Outcomes

- Provision of and access to housing suitable to the needs of our communities and improved quality of life for our citizens
- Improved access and delivery of services for citizens through a coordinated multi-agency approach
- Significant improvements in community well-being and engagement, leading to a higher quality of life and strengthened local cohesion.
- Improved connectivity and facilities across County Longford, boosting regional development and quality of life.

Objective: Support, encourage and promote community safety and address safety and security issues and concerns for our communities

Supporting Strategies

- Ensure a multi-agency approach is adopted to deal with specific anti-social behaviour issues through the Local Community Safety Partnership (LCSP)
- Encourage and support crime prevention initiatives and take action to prevent and reduce incidences of anti-social behaviour through the LCSP
- Participate in effective crime prevention partnerships with community and State Agencies

Expected Outcomes

- Improved safety and security across communities, leading to a greater sense of well-being and protection
- Record a reduction in crime rate
- Increase perceptions and feelings of public safety across Longford
- Successful resolution of anti-social issues

Strategic Objectives: Our People

Objective: Enhance, celebrate and support our rich culture, heritage, diversity, sport and creativity

Supporting Strategies

- Enable every person in Longford to have the opportunity to realise their full potential
- Implement appropriate strategies, policies, plans and actions which support integration, activity, creativity and improved health outcomes for citizens
- Provide support and assistance to emerging and established communities

Expected Outcomes

- Citizens embrace and enjoy living in vibrant communities with a better quality of life
- Quality of life and health and wellbeing principles will be embodied in the heart of all our activities
- A vibrant and inclusive cultural landscape that celebrates and supports our diverse heritage, sports, and creative activities.

Objective: Reduce barriers leading to social exclusion and celebrate our vibrant and diverse communities

Supporting Strategies

- Work in Partnership with the Local Community Development Committee (LCDC) to build community capacity and engagement
- Develop and empower inclusive and integrated communities
- Advocate social inclusion and integration through respect and promotion of equality and human rights and be guided in all our work by public sector duty principles
- Use our libraries and public spaces for our communities to engage, integrate and work collaboratively together
- Implement the Public Sector Duty Principles
- Develop and support programmes which advance social inclusion principles

Expected Outcomes

- An inclusive county with access to quality services
- Our citizens are valued and empowered
- Stronger, more inclusive communities with increased participation and empowerment for all residents
- Eliminate barriers that are causing social inclusion and isolation between County Longford’s diverse communities
- Enhance access to services and opportunities for marginalised groups.
- Highlight and promote the unique cultural, social, and ethnic contributions of our communities.

Strategic Objectives: Our People

Objective: Support communities to be informed, creative and connected

Supporting Strategies

- Maximise the potential of the library service and further develop its role in the development of literacy, life skills and education in the community and access to cultural engagement
- Continue to work to support an environment where creativity and the arts can flourish to the benefit of artists, local communities and visitors to the county
- Inform and advise communities on both environmental and climate issues and actions, and to take initiatives to minimize our impact on the environment

Expected Outcomes

- Communities that are well-informed, creatively engaged, and strongly connected through accessible and up-to-date resources
- Residents actively participate in and contribute to creative projects and initiatives.
- Improved connectivity fostering stronger relationships and collaboration within the community
- Increase the engagement with and number of facilities organisations and events showcasing the arts, culture and heritage of County Longford

Objective: Devise projects that promote healthier lifestyle choices and options for our communities

Supporting Strategies

- Support initiatives through Healthy Ireland, Sports Partnership, Healthy Homes and Age Friendly Programmes
- Maintain our playgrounds and amenities
- Support the development or improvement of walking and biking trails, ensuring they are well-maintained, safe, and accessible to all community members. Incorporate features such as signage, lighting, and rest areas to support regular use.

Strategic Objectives: Our People

Expected Outcomes

- Increase the number of successfully implemented age and family-friendly initiatives
- Increase the level of targeted health supports and services to target communities
- Implementation of long-term strategies to maintain and promote healthy lifestyle choices
- Stronger community bonds through group activities and health-focused events
- Greater participation in local wellness programs and initiatives
- Integration of wellness programs into existing community structures and services
- Increase the number of people across age groups and communities engaging in active and passive recreation

Objective: Collaborate and partner with communities and other statutory and non-statutory agencies

Supporting Strategies

- Lead LCDC in the preparation and implementation of the Local Economic and Community Plan (LECP) and in the administration of LEADER and SICAP programmes
- Further embed the collaboration between the Local Authority, Public Participation Network (PPN) and wider community to influence policy and harness available opportunities
- Support and promote the activities of Comhairle na nÓg and other youth participation initiatives including voter registration and participation

Expected Outcomes

- More effective policy development and resource utilisation through strengthened partnerships and community engagement.
- Strengthen collaborative relationships with community organisations, statutory bodies, and non-statutory agencies.
- Facilitate resource sharing and joint initiatives to optimise the impact of community programs and services.



Strategic Objectives: Our Place

The following strategic objectives integrate environmental protection, sustainable infrastructure, climate action, heritage preservation, safety and emergency response. Through proper planning and investment, engaging the community and utilising innovative approaches, Longford County Council can create resilient, sustainable communities that protect both their environment and heritage for future generations.

Contribution towards the UN Sustainable Development Goals

<p>6 CLEAN WATER AND SANITATION</p>	<p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>
<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>10 REDUCED INEQUALITIES</p>	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>
<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>13 CLIMATE ACTION</p>	<p>14 LIFE BELOW WATER</p>
<p>15 LIFE ON LAND</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>	

Strategic Objectives: Our Place

Objective: Safeguard, protect and enhance the environment in the interests of quality of life, economic development and regulatory compliance

Supporting Strategies

- Develop and implement appropriate policies, plans and actions to ensure our county becomes a safer place to live, work and invest
- Provide a professional and active role in monitoring air, water and food quality and standards
- Work with the relevant agencies to improve road and water safety

Expected Outcomes

- Improved compliance with quality standards
- Safer and more accessible amenities for our citizens
- Improved environmental protection and enhancement that supports quality of life, drives economic development, and ensures regulatory compliance.

Objective: Support sustainable infrastructural development

Supporting Strategies

- Use the UN Sustainable Development Goals as a framework for the development of policy which balances social, economic and environmental needs
- Identify infrastructural deficits and seek to provide infrastructure essential to support enterprise and employment
- Prioritise and progress key infrastructural projects
- Plan for and enable future development of efficient, sustainable, integrated and accessible transport networks and services
- Ensure that the planning process positively encourages the physical, social and economic development of our county and ensures that all developments accord with the principles of sustainable development
- Improvement of Longford’s strategic road network

Expected Outcomes

- Delivery of strategic infrastructural projects within budget and timeframes
- Developments accord with the principles of sustainable development
- Develop and support infrastructure projects that consider long-term sustainability and resilience.

Strategic Objectives: Our Place

- Engage with local communities to ensure infrastructure projects meet their needs and support sustainable living.
- Evaluate the environmental and social impacts of infrastructure projects to ensure ongoing sustainability.

Objective: Place climate action, biodiversity and the environment at the heart of local decision making

Supporting Strategies

- Climate proof Council policies and operations
- Integrate climate change as a key consideration informing the County Development Plan
- Mainstream climate change adaptation into all Council functions, operations and service level agreements

Expected Outcomes

- Progressive yet unspoilt cleaner greener county
- More energy efficient county with clean and open spaces
- Climate action, biodiversity, and environmental considerations are integrated into local decision-making, driving sustainable and informed community planning.

Objective: Empowered and cohesive communities with strong understanding of climate risks and increased resilience to impacts of climate change

Supporting Strategies

- Aim to measure the carbon impact of our various activities and implement measures which reduce our carbon emissions
- Support our employees and encourage our communities to undertake lifestyle changes to reduce their carbon impact
- Exercise our planning and regulatory roles to help improve climate outcomes by developing and implementing policy standards on climate action

Expected Outcomes

- Delivery of a 50% improvement in energy efficiency by 2030
- Progress towards a near zero carbon investment strategy
- Fostered a sense of unity and collaboration among community members in addressing climate challenges.
- Integration of climate risk considerations into community planning and decision-making processes.

Strategic Objectives: Our Place

Objective: Lead and provide a planned and coherent response to the effects of climate change

Supporting Strategies

- Promote principles and best practices of a sustainable environment to maintain the county’s image as an environmentally friendly county in all its aspects
- Increase awareness of climate change at local level
- Lead the way to reduce the economic, environmental and social impacts of climate change across communities

Expected Outcomes

- Empowered and cohesive communities with strong understanding of climate risks
- Increased resilience to impacts of climate change

Objective: Protect our natural and built environment

Supporting Strategies

- Continue to enhance and protect the built heritage in the county through our Heritage Service
- Maintain and protect Longford’s natural and built resources - green spaces, lakes and rivers through the implementation of appropriate policies, plans and actions
- Promote, protect and enhance the biodiversity of the county
- Work in partnership with state agencies and Bord na Mona on the rehabilitation of bogs and the development of a wilderness park

Expected Outcomes

- Increased awareness and knowledge of biodiversity with participation by communities in conservation efforts
- Further development of walk and cycle ways and progress on the development of a wilderness park
- A safer, more inviting public realm that enhances the quality of life for residents and supports community engagement.

Strategic Objectives: Our Place

Objective: Partner with other principal response agencies to plan and respond to emergencies

Supporting Strategies

- Ensure necessary planning, preparedness, capacity, training and coordination is in place
- Support and strengthen communities’ resilience for response to emergencies and work with other principal response agencies to plan for and respond to major emergencies
- Provide for public safety through efficient and effective Fire and Civil Defence services

Expected Outcomes

- Safety of our communities is enhanced
- Citizens are enabled to participate in and contribute to their community
- Streamlined communication channels and joint operational procedures
- Optimisation of available assets and support systems for emergency situations.
- Strengthened community trust and confidence in emergency management.

Strategic Objectives: Our Opportunity

The following strategic objectives promote economic development, innovation and sustainable growth while enhancing the quality of life in towns and villages and fostering community pride. By integrating various elements such as entrepreneurial development, regeneration, improved connectivity, transition to a low carbon economy and tourism development Longford County Council will create vibrant, safe and resilient communities that thrive economically and culturally.

Contribution towards the UN Sustainable Development Goals

<p>1 NO POVERTY</p> 	<p>4 QUALITY EDUCATION</p> 	<p>7 AFFORDABLE AND CLEAN ENERGY</p> 
<p>8 DECENT WORK AND ECONOMIC GROWTH</p> 	<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> 	<p>10 REDUCED INEQUALITIES</p> 
<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> 	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 	<p>13 CLIMATE ACTION</p> 
<p>15 LIFE ON LAND</p> 	<p>17 PARTNERSHIPS FOR THE GOALS</p> 	

Strategic Objectives: Our Opportunity

Objective: Position Longford as a community of choice in which to live, create, study, work, visit and invest

Supporting Strategies

- Maintain and promote a positive business environment for Longford that enhances its appeal as a viable business location
- Support businesses to adapt to national and global changes
- Enhance Longford as a tourism destination, attracting more visitors and improving the local economy
- Support the Tourism Strategy and encourage innovation in tourism
- Work in partnership to implement the Midlands Regional Enterprise Plan to maximise employment creation and economic opportunities
- Collaborate with local, regional, and national agencies to align goals and resources
- Acquire strategic sites for economic development

Expected Outcomes

- Longford recognised as a great place to do business, with an infrastructure that supports the local economy
- Investment in infrastructure and services to support the prosperity of our citizens
- Enhanced reputation of Longford as a prime location for investment and job creation, leading to increased economic activity and employment opportunities

Objective: Promote and nurture a strong culture of entrepreneurship and innovation

Supporting Strategies

- Incentivise enterprise development and innovation
- Integrated support for micro and small business sectors and growth in retail activity
- Support social enterprise and the development of the circular economy
- Promote Longford’s sense of place through innovation in our arts, culture, heritage and library services and through support for creative industries

Expected Outcomes

- Increase the number of organisations and employments stemming from home-grown entrepreneurship and enterprise
- Introduce new services and resources tailored to small business needs.
- Enhance access to grants, loans, and funding opportunities.
- Increase the number of successful social enterprises operating within County Longford

Strategic Objectives: Our Opportunity

Objective: Revitalise, regenerate and support pride of place in our urban and rural towns and villages

Supporting Strategies

- Lead and support the regeneration of our county towns and villages
- Continue to leverage funding for regeneration projects and work in partnership with agencies and our communities on regeneration projects
- Develop arts and cultural activities to add to the vibrancy of our towns and villages
- Ensure planning and economic development takes place within an agreed framework, developed in consultation with our citizens and other stakeholders
- Support the development of Town Centre First plans and projects

Expected Outcomes

- Well-designed, active, vibrant communities where families can live, learn and work locally
- Improve parks, streetscapes, and recreational areas for safety and accessibility
- Gather input from residents to address concerns and preferences in infrastructure improvements
- Business growth that encourages people to live and work in our county

Objective: Develop new and existing business districts and encourage the growth of a skilled workforce

Supporting Strategies

- Collaborate with other stakeholders and statutory providers in developing the essential infrastructure necessary for economic and social development
- Promote our central and connected modern county as a place to live, work and do business
- Build on opportunities for clustering of key economic sectors, including Medtech, engineering, agri-food and tourism
- Strengthen linkages with our Diaspora to contribute to the business development of our county

Expected Outcomes

- High value and high skill sectors developed
- Sustainable employment opportunities for all
- Grow the number of people employed in the biomedical, pharmaceutical, agri-food and tourism sectors

Strategic Objectives: Our Opportunity

Objective: Improve connectivity and accessibility, both infrastructural and digital, to attract and support business community and our people

Supporting Strategies

- Support and implement the Public Service Information Communication Technology Strategy
- Support Government’s National Broadband Plan and development of innovation hubs and shared spaces where people will have access to a modern and reliable broadband network

Expected Outcomes

- Longford is well connected and accessible for our businesses, communities and visitors
- Delivery of better outcomes for our citizens, businesses and communities through a more integrated, shared and digital environment

Objective: Capitalise on strengths of Longford through Smart Specialisation and Digitalisation for businesses and enterprises

Supporting Strategies

- Advance digitisation and communication opportunities
- Promote Longford as the location of choice for remote working from our digital hubs and reverse commuting in affordable, green office spaces
- Collaborate with schools and industry in the development of STEAM (Science, Technology, Engineering, Arts, Maths)
- Deliver Just Transition Project and further develop the Dreamspace initiative
- Development of digital services in accordance with Government policy as set out in Connecting Government 2030: A Digital and ICT Strategy for Ireland’s Public Service

Expected Outcomes

- Enhanced digitization and communication opportunities that improve access to information, streamline processes, and foster greater connectivity and engagement.
- Increase the number of organisations and schools participating in smart digitisation training
- Exploit Longford’s advantages and resources to drive business growth and innovation through Smart Specialisation
- Establish and strengthen partnerships with technology providers and industry leaders to support business development in Co. Longford

Strategic Objectives: Our Opportunity

Objective: Support opportunities presented by the transition to a low carbon economy

Supporting Strategies

- Maximise the potential of opportunities available through the designation of the Midlands as an EU Peat Region in Transition
- Support the development of the Green Economy
- Develop, support and deliver on Just Transition transformative projects

Expected Outcomes

- Record an increase in the number of people employed within the Green Economy
- Delivery of Just Transition projects
- Create opportunities to attract investment in green technologies and low carbon infrastructure



Strategic Objectives: Our Public Services

The following strategic objectives promote effective leadership, transparency and accountability while fostering community engagement. By integrating key elements such as communications, human resources, financial management, risk assessment and health and safety, Longford County Council can enhance its service delivery and responsiveness to community needs.

Contribution towards the UN Sustainable Development Goals

5 GENDER EQUALITY 	8 DECENT WORK AND ECONOMIC GROWTH 	
10 REDUCED INEQUALITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	13 CLIMATE ACTION
16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	17 PARTNERSHIPS FOR THE GOALS 	

Strategic Objectives: Our Public Services

Objective: Support and strengthen Local Democracy

Supporting Strategies

- Promote public participation and involvement in the democratic and decision making processes through active consultation and communication with employees and citizens and provision of support for the Public Participation Network
- Ensure our communications are accurate, timely and relevant for all
- Implement Electoral Register Modernisation

Expected Outcomes

- Citizens and employees are engaged and have a real say over issues that affect them
- Enhanced recognition of the importance of the Register of Electors and its role in the democratic process
- Trust and confidence in local democratic institutions through consistent and fair practices.

Objective: Ensure our governance structures are underpinned by responsive leadership, robust processes and compliance

Supporting Strategies

- Provide strong executive business management, risk management, procurement, data privacy, audit and corporate governance structures and ensure that systems, processes and procedures meet the highest standards
- Measure and report on the performance of the organisation
- Support Elected Members in their policy making and representational roles

Expected Outcomes

- Elected Members and employees exemplify high standards of conduct, behaviour and ethical governance
- A high performing well governed Council delivering on its strategic objectives
- Longford County Council is committed to upholding the principles and standards set forth in the Local Government Code of Governance. This commitment underscores our dedication to fostering transparent, accountable, and effective governance that prioritises the needs of our community.

Strategic Objectives: Our Public Services

Objective: Implement the Public Sector Equality and Human Rights Duty (The Public Sector Duty) across all functions

Supporting Strategies

- Ensure delivery of services that reflect equality, dignity and respect for human rights
- Provide an accessible and responsive customer service
- Improve our communications and engagement with all citizens and stakeholders

Expected Outcomes

- Obligations under Public Sector Equality and Human Rights Duty are achieved

Objective: Ensure effective resource management – financial and human

Supporting Strategies

- Develop and promote good financial practice
- Development of 5 year Strategic Financial Plan
- Monitoring and control of capital and revenue budgets
- Develop a Strategic Workforce Plan for the future
- Implement the requirements of the People Strategy.
- Promote positive employee relations and engagement.
- Attract, recruit, train and develop employees
- Enable, empower and motivate a committed workforce to provide quality services to our citizens and customers
- Support succession planning
- Enhance the skills, competencies and motivation of employees through full implementation of the Performance Management & Development System (PMDS)

Expected Outcomes

- Enhanced budgeting, forecasting, and financial planning capabilities.
- Timely financial reporting and analysis.
- Greater transparency in financial operations and decision-making.
- Strengthened mechanisms for tracking and auditing financial activities.
- Workforce strategies aligned with organisational goals and future needs
- Develop a culture of continuous learning and development, health and wellbeing.
- Change management through public service agreements and actions plans.
- Enhanced diversity and inclusion within the workforce
- Analysis and adjustment of workforce size and structure based on future needs.
- Contingency planning for workforce disruptions and changes

Strategic Objectives: Our Public Services

Objective: Promote and implement best practice in Occupational Health & Safety

Supporting Strategies

- Maintain the health, safety and wellbeing of our workforce
- Encourage and promote a culture of continuous Health and Safety improvement across the organisation
- Implement proactive and responsive approaches

Expected Outcomes

- A strong organisational Health and Safety culture
- Recognised as leaders in developing and managing Occupational Health and Safety Systems

Objective: Increased focus on proactive communications and customer services

Supporting Strategies

- Implement the Council’s Customer Services Charter
- Implement the Communication Strategy
- Implement the Council’s Information and Communications Technology (ICT) Strategy
- Implement the Official Languages Act and promote the use of Irish
- Support and publicise events that celebrate and use the Irish language

Expected Outcomes

- Improved online presence on social media and upgrade of Council’s website
- Increased use of Irish in official communications and public life, leading to greater cultural engagement and compliance with the Official Languages Act. To improve the Irish Language customer experience.
- Elevated levels of engagement, responsiveness, and satisfaction among stakeholders.

Strategic Objectives: Our Public Services

Objective: Strive to develop a Public Service Centre of Excellence

Supporting Strategies

- Embrace and enable public sector innovation in delivering our services
- Foster and generate productive working relationships with our Public Service partners
- Collaborate with our partners in the development of a new Public Service Civic Centre

Expected Outcomes

- The Council are taking advantage of new digital tools and techniques to tailor our service delivery model in response to the changing needs of citizens
- More integrated, shared Public Service delivery with a new Public Service Civic Centre in Longford town

Forward-looking County Longford

Through proper planning and investment, engaging the community and utilising innovative approaches, Longford County Council can create resilient, sustainable communities that protect both their environment and heritage for future generations.

Acknowledgements


Preparation and compilation of this Corporate Plan involved and included:

- Our Citizens
 - Our Stakeholders
 - Our Elected Members
 - Our Corporate Policy Group
- Our Employees
 - Our Management Team
 - Our Chief Executive
 - Our Public Participation Network

The Council acknowledges and extends its gratitude for all contributions to this important plan

Appendix 1: Consultation

Formal Invitation to our citizens to help plan out county and participate in Our Corporate Plan preparation



Share Your Ideas & Have Your Say

Corporate Plan 2024-2029 Public Consultation

Have your say on the next Corporate Plan, which sets out the **vision** and **priorities** for County Longford for the **next five years**. We want your ideas so that you can help shape this new plan for County Longford

Find out more on the Public Consultation section of [Longfordcoco.ie](https://longfordcoco.ie)

Closes Wednesday, 21 August

Submissions can also be made in writing to Corporate Plan, Longford County Council, Áras an Chontae, Great Water Street, Longford

Appendix 1: Consultation

Consultees	
<ul style="list-style-type: none">• IMPACT• SIPTU• Local Enterprise Office• Longford Chamber of Commerce• Longford Community Resources Ltd• Local Community Development Committee• MABS• Longford Travellers Movement• Gardai Siochana• Longford/Westmeath Education and Training Board• Foroige• Inland Fisheries Ireland• Waterways Ireland• Failte Ireland• Enterprise Ireland• HSE Dublin Mid – Leinster• Eir• NRA• IDA Ireland• Institute of Public Administration• Teagasc• The Irish Farmers Association• BMW Regional Assembly• Bus Eireann• CIE• An Taisce• The Heritage Council• Environmental Protection Agency• An Chomhairle Ealaíon• CLUID Housing Association• Engineers Ireland	<ul style="list-style-type: none">• Department of Environment, Climate and Communications• Department of Social Protection• Department of Education and Science• Department of Housing, Local Government and Heritage• Department of Transport• Department of Tourism, Culture, Arts, Gaeltacht and Social Media• Commission for Railway Regulation• Commission for Regulation of Utilities• DAA Dublin Airport Authority• Department of Defence• Department of Justice• Department of Agriculture, Food and the Marine• Department of Rural and Community Development• Eastern and Midland Regional Assembly• Environmental Health Officer• Health and Safety Authority• Iarnród Éireann• Irish Aviation Authority• National Transport Authority• Northern and Western Regional Assembly• Shannon Group• Southern Regional Assembly• Transport Infrastructure Ireland and Local Link• Udaras na Gaeltachta• Uisce Éireann

Appendix 2: Strategies and Plans influencing Local Government and Our Council Obligations and Activities

Local:

- County Longford Arts Strategy 2023 – 2027
- County Longford Local Economic and Community Plan 2023 – 2029
- County Longford Tourism Strategy 2023 – 2027
- Longford County Council Adopted Budget
- Longford County Development Plan 2021 – 2027
- Longford County Council Fire Service Operations Plan 2018 – 2023
- County Longford Heritage Plan 2019 – 2024
- Longford County Council Irish Language Scheme
- Longford County Council Procurement Plan
- Longford County Council Climate Action Plan 2024 – 2029
- County Longford Age Friendly Strategy
- Longford County Council Noise Pollution and Noise Action Plan 2018 – 2023
- Longford County Council Occupational Health and Safety Management System
- Longford County Council Litter Management Plan
- Longford Sports Partnership Strategy 2018 – 2022
- Longford County Council’s Library Development Programme 2021 – 2025
- Longford Social Inclusion and Community Activation Programme 2024 – 2028
- Longford Rural Development Programme 2014 – 2020
- Longford County Council’s Intercultural Strategic Plan 2018 – 2022
- County Longford Culture and Creative Strategy 2023 – 2027
- Longford County Council Service Delivery Plan 2024
- County Longford Community Safety Plan 2022 – 2024
- Longford County Council Winter Service Plan 2023 – 2024
- Longford Civil Defence Plan 2023 – 2025
- County Longford Local Road Safety Plan 2022 – 2024
- Longford County Council Digital Strategy 2021 – 2023
- County Longford Active Travel Strategy
- Longford 2024: A Town Centre First Strategy

Appendix 2: Strategies and Plans influencing Local Government and Our Council Obligations and Activities

Regional:

- Public Services Agreement 2024 – 2026
- Eastern Midlands Region Waste Management Plan
- Midlands Regional Enterprise Plan to 2024
- MidlandsIreland.ie Regional Food and Drink Strategy 2021 – 2024
- Midlands Advanced Manufacturing Action Plan 2021 – 2024
- Regional Spatial and Economic Strategy 2020 – 2032
- Midlands Regional Homeless Strategy
- Border, Midland and Western Regional Operational Programme



Connecting Your Business community event hosted by Longford County Council which took place in the Longford Arms

