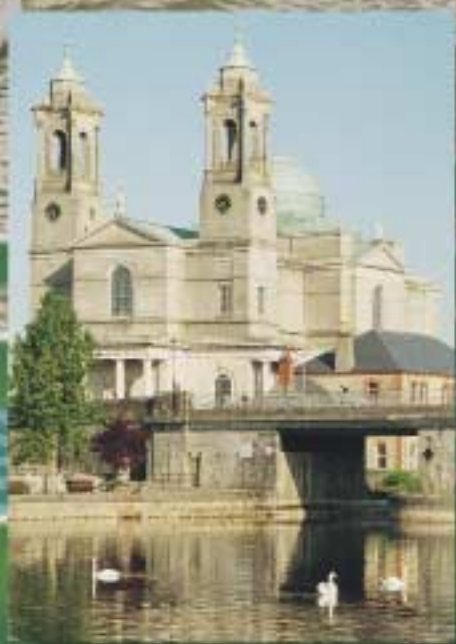


Westmeath Local Authorities

Leaders in the Community

*Corporate Plan
2001-2004*



Westmeath
County Council



Athlone Urban
District Council



Mullingar Town
Commission

Mission Statement

Westmeath Local Authorities

“ Aim to lead and serve all the people of the county, by promoting sustainable development and delivering quality services ”

“ Tá sé de chuspóir ag Contae Iarmhí treoir a thabhairt agus freastal ar phobal uilig an chontae trí fhorbairt indéanta a chur chun cinn agus trí scothseirbhís a chur ar fáil ”

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Teachtaireact on Cathaoirligh

County Manager's Foreword

As Cathaoirleach of Westmeath Local Authorities, we are pleased to have the opportunity to welcome this Corporate Plan for County Westmeath for the years 2001 to 2004.

In a time of rapid change, the Local Authorities of County Westmeath are prepared to meet the challenges ahead, to lead Local Government action in achieving our objectives, while involving our stakeholders in the process.

Over the period of the Plan, the new Strategic Policy Committees and Area Committees, under the aegis of the Corporate Policy Group, will be developing policies for and bringing local government closer to, communities in Westmeath. The SPC Structure brings together elected and sectoral representatives, to foster a higher degree of community relevance and local participation, thereby providing new and different streams of expertise and advice to our Local Authorities. It is designed to strengthen the policy development role of elected representatives, and to improve policy formulation generally.

This Plan is a blueprint for making this happen and we know the management and staff of Westmeath Local Authorities are committed to the changes taking place in Local Government, with the full backing of the Elected Members.

We look forward to the first annual review of this plan and know we can depend on the support and involvement of the public in the implementation of the objectives outlined in Westmeath Local Authorities Corporate Plan 2001 to 2004.

The face of Local Government has changed to reflect the new directions outlined in "Better Local Government – A Programme for Change". We are strengthening our role as leader of and partner with the Community.

Westmeath Local Authorities are committed to change and we are well advanced in the task of reorganising our structures which are aimed at optimising policymaking and service delivery, for the benefit of the community. I am committed to the principle of delivering a range of appropriate council, other state services and community support from decentralised offices throughout the county.

The aim of this Corporate Plan is to describe policies and highlight the strategic objectives for the Councils activities. This is one phase of a strategic management process. The next phase will involve the development of Operational Strategies which are crucial to the implementation of this plan. The operational strategies will include Action Plans and performance indicators which will be reviewed annually. We have already prepared our Customer Service Action Plan which will enable us to monitor current progress.

Living in a vibrant economic era, and in a county with the best of natural heritage, we aim to provide the services that the public seek and need, in an equitable, efficient and effective manner and to ensure social inclusion. I believe the implementation and development of this Corporate Plan will deliver just that.

PJ O'Shaughnessy
Cathaoirleach
Westmeath County
Council

John Butler
Cathaoirleach
Athlone UDC

Frank McIntyre
Cathaoirleach
Mullingar Town
Commission

Ann McGuinness
County Manager

Focus on our Customer

Local Government is now more open than ever before. It encourages greater participation and involvement by its citizens in the decision making process. Westmeath Local Authorities with the democratic mandate of its elected representatives, have traditionally been service providers and development agencies. We now recognise the need to communicate more effectively with local people, working in partnership with them and generating greater community participation in local democracy.

The **Elected Representatives**, in their decision making role, reflect the views of their respective communities and as such form an important link with our customers. They provide valuable feedback on service provision and this input is vital to the success of the relationship between the Councils and the people of Westmeath.

SERVICE DELIVERY

The core principles of **Better Local Government** include the enhancement of local democracy and improving customer service.

Area level

The need for an integrated delivery of service at area level, with a more customer orientated ethos, provides challenges which this council now strives to encompass into its organisational and democratic structure.

Co-ordination

Co-ordination between our Authorities will ensure a seamless delivery of service for the people of Athlone, Kilbeggan, Castlepollard and other towns. It will also foster the development of "one stop shops" delivering a range of local authority and other public services throughout the county.

Consultation

As part of our consultation process, Customer Attitude Surveys were commissioned in 2000, and provided vital information in the formulation of this Corporate Plan.

Customer Services Action Plan

Our Customer Services Action Plan presents information about service areas important to the local community and sets out areas where we will concentrate our efforts for improvement. Through this plan we will be accountable to all stakeholders as it sets clear service and response standards in each functional area. Future Customer Service Action Plans will report on actual performance achieved and will be identified in the Councils Annual Report.

The Customer Services Action Plan is available in conjunction with this Corporate Plan.

The context in which we work

We recognise that we do not operate within a vacuum. We are dependent on many factors and issues, both internal and external, to realise our core objectives and implement strategies. The main environment in which we operate is encompassed by the legislative framework, which dictates our business and the democratic mandate of our elected representatives in policy formulation.

EXTERNAL ANALYSIS

Legislative Framework

The legislative framework under which we conduct our business, is handed down from the Oireachtas and supplemented by guidelines and circulars from the Department of Environment and Local Government. Increasingly the Council has many commitments to meet under EU law and EU directives.

Economic Growth

The external dynamic environment, in which we operate has many implications for our objectives and policy. Westmeath is currently undergoing unprecedented economic growth and this has major implications for how we conduct our business and deliver services.

Achieving sustainable development i.e. the balance between providing people with a healthy, pleasant environment in which they can enjoy a quality life and meeting the demands of growth, is an inherent core objective in all major policy areas.

Social Inclusion

Notwithstanding the economic development of recent years there is a clear recognition at national level that particular efforts be made to tackle social exclusion, for example through the National Anti-Poverty Strategy (NAPS) and the National Development Plan (NDP). Local Government has a clear and important role in promoting social inclusion.

National Development Plan: BMW Region

The National Development Plan (NDP) has zoned Westmeath in the BMW (Border, Midlands, West) region, with funding being directed at increasing the strategic potential of the region.

EURO

With the changeover to the EURO imminent (1st January 2002), this council has undertaken measures to ensure a smooth changeover. The introduction of our new Financial Management System will aid the introduction of the Euro to our business.

Other authorities and agencies

We continue to strengthen linkages with our stakeholders and interact with many organisations and agencies both state and local, (DOELG, Midland Regional Authority, BMW Regional Assembly, state agencies, social partners, local development agencies, community and voluntary groups).

INTERNAL ANALYSIS

1. Better Local Government

In delivering Better Local Government, Westmeath Local Authorities are enhancing the role of elected representatives and improving service delivery, while working closely with the wider community.

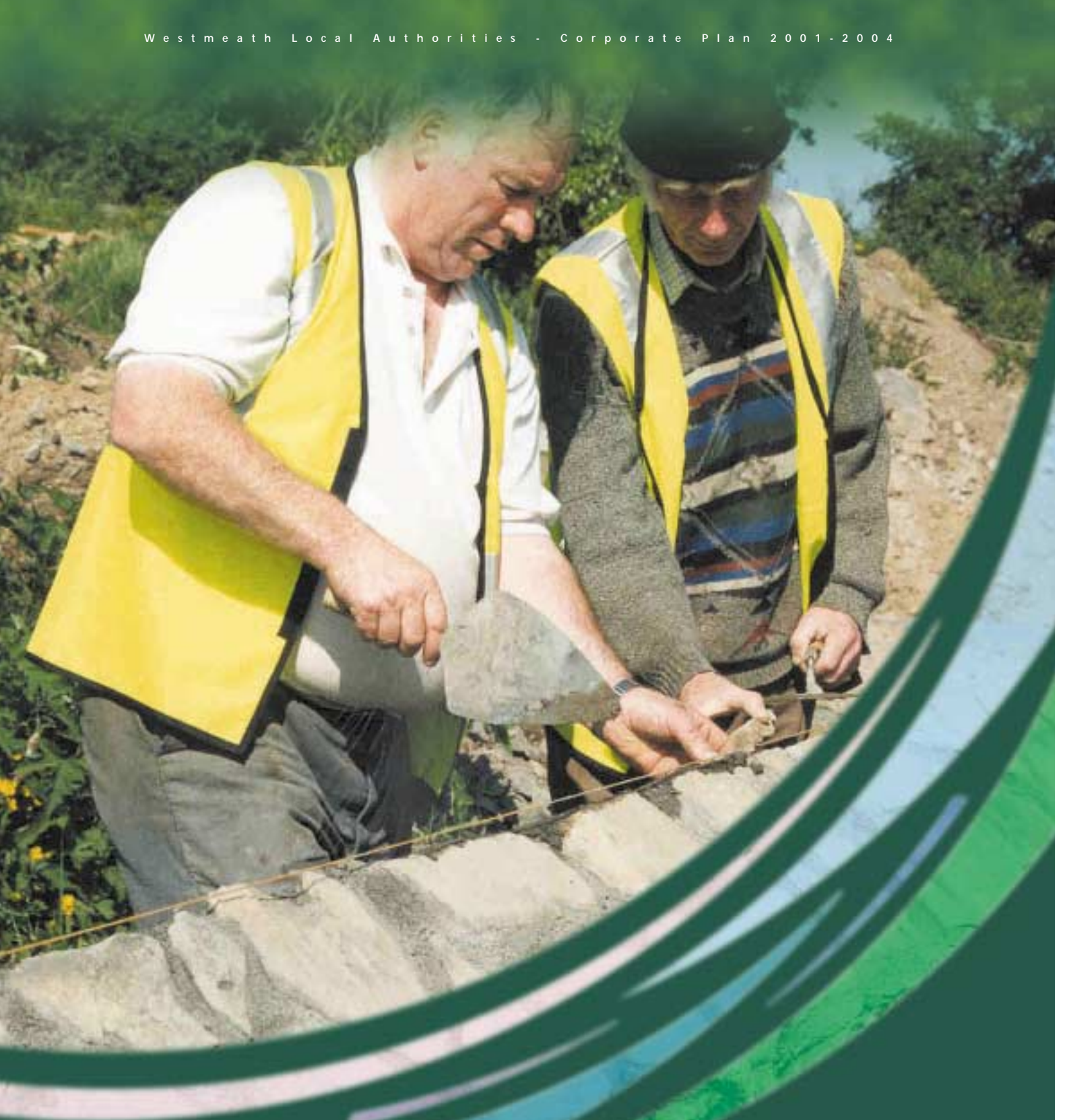
Strategic Policy Committees (SPCs), comprising councillors and sectoral/community interests advise the Council on policy matters, and new Area Committees will allow us to deal with local issues in a more focussed and responsive way.

Through Westmeath County Development Board, we are leading a partnership approach to the strategic development of the County.

The Councils staffing structures are undergoing fundamental change in order to support these new directions for Local Government.

2. Staff

It is acknowledged that skilled and committed staff are key to the success of our objectives. With the re-structuring programme underway, it is essential that all staff be trained and motivated in order to operate effectively.



3. Information and Communications Technology (ICT)

It is recognised that the development of the Information and Communication Technology area is central to delivering services at area level and to provide the necessary infrastructure to operate "One Stop Shops". Progressing the implementation phases of the Financial Management System is a key ICT requirement for performance management.

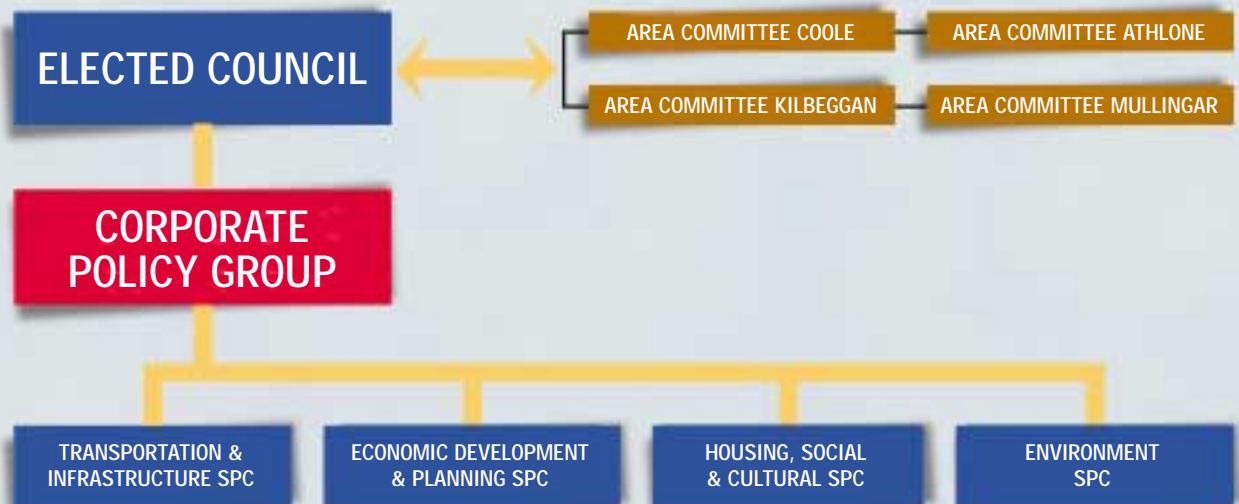
4. Physical Location

We are embarking on an ambitious building project given our new structures and directions, in particular the provision of services on an area basis, integrated with the establishment of one stop shops

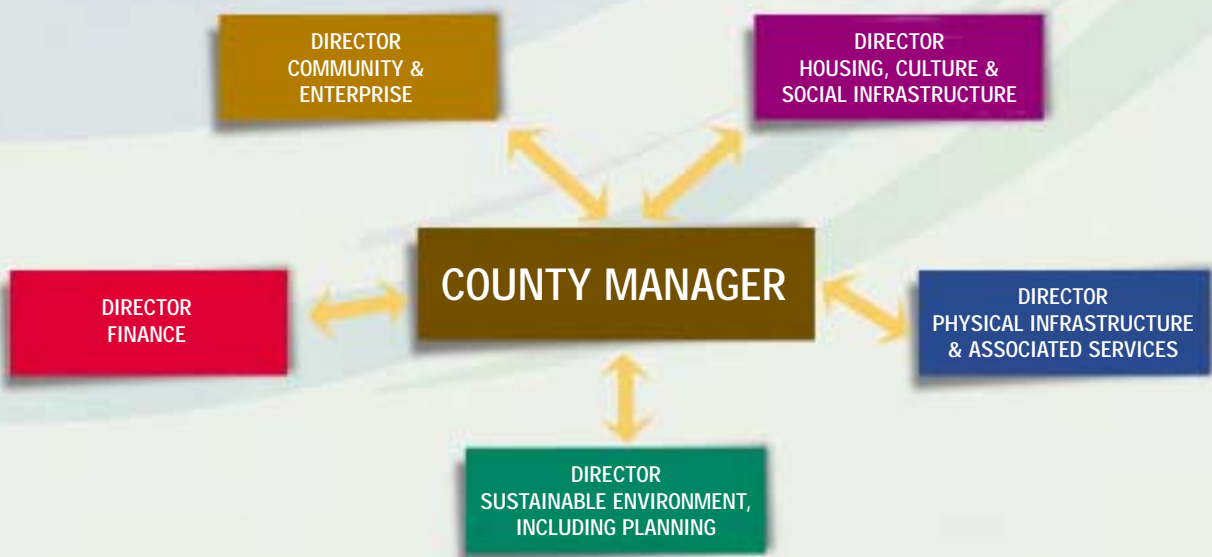
5. Freedom of Information

Under the Freedom of Information Act, the ethos of openness and transparency is enhanced by ensuring the public are aware of their rights and methods for accessing information.

Westmeath County Council Structure



Senior Management Structure



Corporate Plan



Guide to the Plan

This Corporate plan is the framework to guide the policy making process of Westmeath Local Authorities up to 2004. This is a strategic plan which sets out the core objectives for each functional area. It is the basis for the development of Action Plans which are the next step in this process. An initial output from this strategic process is the completion of our Customer Service Action Plan (available with this document).

Our first Strategic Management Plan, "Statement of Strategy 1997 - 2000", reflected the principles outlined in "Better Local Government - A Programme for Change".

This Corporate Plan is a continuation of the Strategic Management Process and is compiled under the following functional areas:

CORPORATE AFFAIRS

HOUSING, SOCIAL AND CULTURAL

TRANSPORTATION AND INFRASTRUCTURE

ECONOMIC DEVELOPMENT AND PLANNING

ENVIRONMENT

COMMUNITY AND ENTERPRISE

Each of these functional areas is outlined as follows:

- Introduction
- Key priority themes
- Core objective
- Strategic objectives
- Key target areas

Each key priority theme has a different colour code, which is linked with its associated strategic objectives.

The major cross cutting themes are inherent in the functional areas of this Corporate Plan are:

- **Sustainability**
- **Social Inclusion**
- **Equality**
- **Partnership**

The implementation and assessment of this Corporate Plan is critical to ensuring the delivery of quality service and is outlined in detail on page 24.



Core Objective

“To have people, structures, systems and resources in place, to support the democratic process and the mandate of our elected representatives and to enable the achievement of our objectives”

Corporate Affairs

Westmeath Local Authorities are committed to the implementation of the Government's policy for a strengthened and reinvigorated local government system, which will be at the centre of the provision of a wide range of services to the community.

The principles of local democracy which have always been at the centre of the local government service, are now strengthened through the involvement of local representatives and other interest groups in the new Strategic Policy Committees of the Council.

In meeting the expectations of our elected representatives and the community and the challenges associated with this rapid change, it is vital in the implementation of new management and staff structures, that staffing development, deployment and training, eliminate obstacles to flexibility and efficiency in service delivery.

The formulation of an Information Communications Technology (ICT) Strategy will support the revised council structures and facilitate service delivery at local level.

Key Priority Themes

Democratic Mandate

Access to Information

Health and Welfare

Financial Information and Human Resources

Performance Review

Strategic Objectives

- | | |
|--|--|
| <ul style="list-style-type: none"> To actively encourage participation in the democratic process To optimise the use of financial resources To implement adequately resourced staffing structures To develop skills and expertise and promote personal development and well being of individuals To put in place a strategic framework for action on equality and partnership | <ul style="list-style-type: none"> To develop a structured performance management system To develop a targeted ICT Strategy responsive to the needs and requirements of the organisation and the wider community To ensure community consultation and participation in review of service delivery To develop a strategic framework to ensure co-ordinated area based delivery of public services |
|--|--|

Key Target Areas

- Maintain and update electoral register
- Put in place appropriate training and development programmes
- Comply with health and safety regulations and all employment legislation and policy
- Implement systems for Community involvement and members support (SPC)
- Develop appropriate action plans with performance indicators to realise the strategic objectives of this plan
- Ensure best financial management practices
- Progress ICT Strategy
- Promotion of targeted awareness of and access to the benefits of the Information society
- Develop technical infrastructure and operational information systems
- Report annually on the Customer Service Action Plan



Core Objective

“To provide access to quality social and affordable housing, while fostering a vibrant, recreational, sporting and cultural environment and to promote a sense of community and social inclusion”

Housing, Social and Cultural

Westmeath Local Authorities are progressing the policy of providing suitable housing for all in an acceptable environment. Improving the condition of our housing stock, estate management measures, and incorporating cultural and social inclusion, is central to the objectives of our Authorities. The provision of Community Resource Houses in key housing estates is a major cross community project spearheaded by Westmeath County Council.

Westmeath has a rich cultural and arts infrastructure that encompasses the arts in all its forms: music, drama, visual, performing arts and crafts, among others.

It is important to ensure participation, especially for young people and marginalised groups, in all cultural and social activities. The extension of accessibility to recreational and sporting facilities is also enshrined in our core objective.

Key Priority Themes

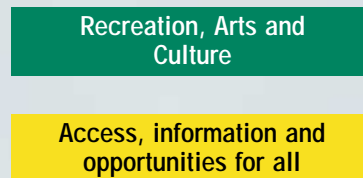
Housing








Social



Culture



Strategic Objectives

-  To facilitate the provision of social and affordable housing to meet the needs of households currently under provided for, ensuring a suitable range of tenure types
-  To foster homeownership for the greatest possible number of people
-  To implement general sustainable housing policies and guidelines
-  To ensure the structural integrity and safety of all new buildings
-  To cater for the needs of the community with particular focus on disadvantaged sectors

-  To support community development initiatives in Local Authority housing areas
-  To foster co-operative approaches to meeting social development needs
-  To improve access to and increase usage of Library and Information services
-  To develop a broader understanding and awareness of cultural diversity
-  To create an understanding of and provide access to the counties Arts, Heritage, Culture and Amenities

Key Target Areas

- Implement Council building programme
- House Condition Survey and planned maintenance programme
- Implement and monitor Estate Management Systems
- Support Community Development initiatives in Local Authority Estates
- Co-operative approach to meeting social development needs
- Develop Housing Strategy under Planning and Development Act 2000
- Monitoring and implementation of Building Control Act
- Traveller Accommodation Action programme
- Evaluation of interagency programmes
- Promotion of positive community relations and cultural diversity
- Develop an Arts Policy for the County.
- Implementation of Library and Information Services programme
- Community Action Networks



Core Objective

“To provide and develop transportation and infrastructural networks for sustainable environmental, economic and balanced regional development process”

Transportation and Infrastructure

The improvement and maintenance of roads and the provision and maintenance of water and sewerage networks, is critical to the community, to ensure balanced urban and rural development. Our Authorities seek to distribute infrastructure investment in as many towns and villages throughout the county having regard to local, regional and national policies.

Westmeath Local Authorities recognise that accessibility and mobility for all sections of the community is vital for the future

Key Priority Themes

Roads

- Sustainable Development**
- Safety on Public Road Network**
- Public Road Network infrastructure**
- Accessibility and mobility for all sections of the community**

Strategic Objectives

- To develop a Road Safety Strategy having regard to the functional road network
- To support the strategic development of sustainable transport, water and waste water infrastructure
- To maximise the contribution from Public Private Partnerships
- To implement through the National Roads Authority a programme for improvement and maintenance of national roads
- To implement through the Department of Environment and Local Government a programme for improvement and maintenance of non national roads

Key Target Areas

- Rural Water Programme
- Leak detection
- Monitoring of drinking water.
- Capital Programmes

development of the county. Therefore the implementation of a balanced, integrated and sustainable transport policy, within local, regional and national frameworks is essential.

Providing a comprehensive water and waste water network is necessary to ensure the environmental and economic development of our county.

Sanitary

- Sustainable Development**
- Water and Waste water infrastructure**
- Rural water and waste water initiatives**
- Water conservation**

- To facilitate and encourage consultation with participation of the community in transportation and infrastructural developments
- To foster the development of transport services for rural and urban areas
- To develop appropriate traffic management measures
- To provide and maintain adequate water supply and drainage services throughout the county
- To implement water conservation programme
- To encourage the formation of group water and group sewerage schemes

- Implementation of pilot measures for rural public transport
- Five year restoration programme non national roads
- Implementation of NDP requirements (BMW region)
- Adoption and implementation of Road Safety Strategy and Plan



Core Objective

“To control and manage, in a sustainable manner, the use and development of land, in the interests of long term economic and social progress, for the benefit of all”

Economic Development and Planning

As the Planning Authority for Westmeath, we are charged with providing for the proper planning and sustainable development of the County. Strategic examination of the needs of the area and action to fulfil those needs is incorporated into the planning process.

Besides the physical planning arena, the local authority is empowered to safeguard natural beauty and recreational areas, conserve and protect historical buildings and preserve areas of ecological, geological and archaeological interest.

We endeavour to be close to our community and conversant with local issues and will continually enhance our role in the development of local enterprise and the advancement of local communities.

Sustainable Development is enshrined in the County Development Plan, whereby: "development should meet the needs of the present without compromising the ability of future generations to meet their own needs". This allows for the achievement of a balance between environmental quality and socio-economic growth.

Economic Development

- Balanced local and regional development
- Employment growth and economic activity
- Tourism promotion and development

Planning

- Sustainable Development
- Balance between Urban/Rural development
- Quality of design

Planning (cont.)

- Conservation of heritage and amenity areas
- Quality of Life

Strategic Objectives

-  To promote Westmeath as a regional and local centre of commercial, industrial and tourism development
-  To foster employment opportunities for the people of the county
-  To enhance competitiveness and sustain economic progress
-  To promote economic and social development of rural communities
-  To develop well focused and integrated urban and village renewal programmes
-  To promote public participation
-  To ensure a greater strategic and regional dimension in planning policy
-  To ensure infrastructural planning and development will proceed in an integrated environmentally sustainable manner
-  To ensure quality underpins all forms of development
-  To protect and enhance the natural heritage and amenity areas of the county

Key Target Areas

- Implementation and enforcement of County Development Plan policies and guidelines
- Implementation of Town and Village Plans, Policies and Guidelines
- Implementation of settlement strategy for the county
- Contribute to the development of the National Spatial Strategy
- Ensure access for people with disabilities in all developments
- Review the policies and objectives of the County Development Plan
- Implementation of relevant national guidelines



Core Objective

“To promote a sustainable and balanced environment, by ensuring the highest practicable standards of protection and management and to protect life and property”

Environment

One of our main aims is to provide an efficient and integrated environmental protection system, which will contribute to the goal of a sustainable environment.

Understanding the special requirements of air, water and land and their relationship with each other, is crucial to achieving our objectives.

It is necessary to promote awareness and instil a sense of ownership of and responsibility for, the Environment in locals

and visitors alike so that it is valued and respected by the whole Community.

Our Environmental Strategies are not prepared in isolation, as they must take account of Regional, National and International developments.

Emergency Services, which protect public health & property, are key elements of the service delivery in this area, and includes raising public awareness of safety and prevention measures.

Key Priority Themes

Environment

Balanced sustainable environment

Consultation, Information and education





Best Practice






Emergency Services

Protect life and property

Emergency response

Strategic Objectives

-  To involve all sectors of the community in the vision for valuing, protecting, managing and enhancing our environment
-  To increase public capacity to make informed choices about environmental issues and solutions
-  To improve and protect all elements of the environment
-  To implement general sustainable environmental policies and guidelines

-  To consider the energy and environmental implications of development proposals
-  To implement National and EU Environmental Policy
-  To implement fire safety, fire prevention and emergency programmes
-  To Plan within the National framework for major emergencies
-  To implement National and European Food Safety legislation.

Key Target Areas

- Implementation of proposed integrated Waste Management Plan
- Implementation of Litter Management Plan
- Implementation of Local Agenda 21 policies and guidelines
- Monitoring of air and water quality
- Monitoring of domestic and industrial discharges and emissions
- Enforcement of policies and legislation
- Develop broad based catchment management strategies
- Continue environmental awareness programmes in the local community
- Monitoring of major emergency and contingency plans
- Develop and maintain fire fighting and rescue capabilities
- Promote and maintain Civil Defence
- Service contract requirements of Food Safety Authority Ireland.



Core Objective

“ To lead the Council’s activity in community and enterprise development and to support and enable Westmeath County Development Board and Westmeath Community and Voluntary Forum in carrying out their work ”

Community and Enterprise

The Community and Enterprise office leads the Council's work in community and enterprise development. It also supports Westmeath County Development Board and Westmeath Community and Voluntary Forum.

Westmeath County Development Board represents the key players in the development of the county – Local Government, Local Development Agencies, State Agencies and the Social Partners (including the Community and Voluntary Sector). The County Development Board will prepare and implement a comprehensive Strategy for the Economic, Social and Cultural Development of County

Westmeath. It also promotes the co-ordination and integration of public service delivery at local level.

Westmeath Community and Voluntary Forum gives a voice to the community and voluntary sector, and enables it to play an effective role as a social partner at local level. It already interacts with the County Development Board and the Local Authorities. Other agencies represented through Westmeath County Development Board are encouraged to work with the Forum on matters relevant to their own interests and responsibilities.

Key Priority Themes




Strategic Development and Partnership




Community & Enterprise Development

Community and voluntary participation

Social Inclusion

Strategic Objectives

-  To guide, support and promote local authority activity in community development and enterprise development
-  To agree and implement a Strategy for the Economic, Social and Cultural Development of County Westmeath
-  To promote the co-ordination and integration of Public Services delivery at local level

-  To enable the Community & Voluntary sector in County Westmeath to fulfil its role as a Social Partner at local level
-  To facilitate the representation of and participation by Community & Voluntary groups in matters relating to Westmeath County Council/Athlone UDC and Westmeath County Development Board
-  To co-ordinate the work of the Westmeath Local Authorities in promoting social inclusion

Key Target Areas

- County Strategy for the Economic, Social & Cultural development of the County.
- Establishment of Community & Voluntary Area Fora and County Forum
- Local Authority activity in community development and enterprise development
- Public Services delivery at local level
- Local Authority activity in promoting social inclusion

COUNTY DEVELOPMENT BOARD

1. LOCAL GOVERNMENT

- Chairpersons of Strategic Policy Committees of the Westmeath County Council (4)
- Cathaoirleach of Westmeath County Council
- Town Local Authorities Representative
- County Manager, Westmeath County Council

2. LOCAL DEVELOPMENT

- Westmeath County Enterprise Board (2)
- Athlone Community Taskforce
- Westmeath Community Development (3)

3. COMMUNITY & VOLUNTARY

- Community & Voluntary Sector Representatives (2)

4. BUSINESS / EMPLOYERS

- Athlone Chamber of Commerce (1)

5. STATE AGENCIES

- Chief Agricultural Officer, Teagasc
- Regional Tourism Manager, Midlands East Regional Tourism Authority
- Regional Director, FAS
- Area Director, Midlands & West Region, IDA Ireland
- Regional Director, Economic Development, Enterprise Ireland
- General Manager, Community Services, Midland Health Board
- Area Manager, Employment Support Services
- C.E.O. Co. Westmeath Vocational Education Committee
- Director Athlone Institute of Technology

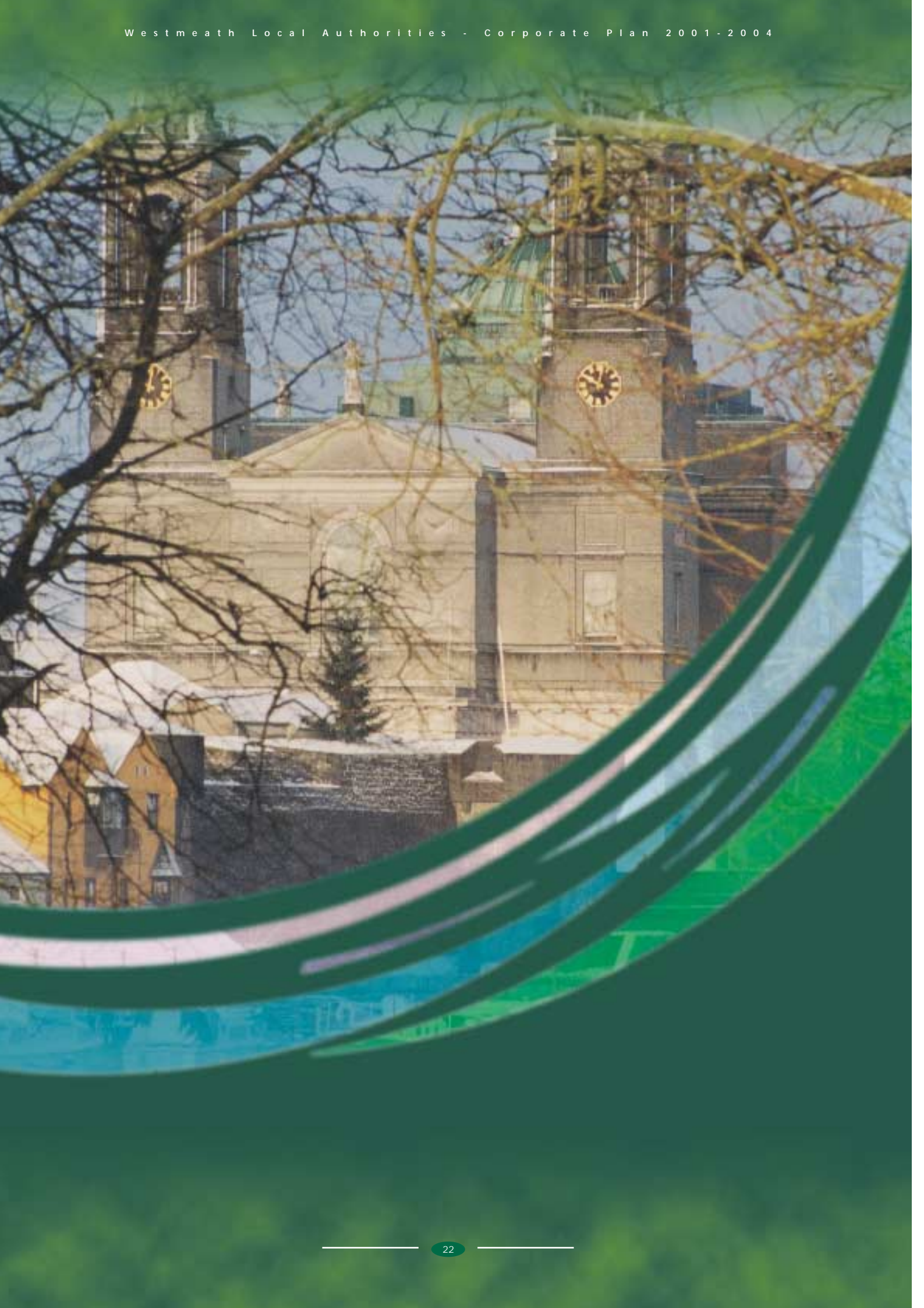
6. TRADE UNIONS

- S.I.P.T.U. Representative

7. AGRICULTURE / FARMING

- Agricultural & Farming Organisations Representative





Athlone UDC

Background

Local Government in the form of a Municipal Council has existed in Athlone since the town received its first Charter in 1599.

The Urban District Council as presently constituted has served the people for over 100 years and has adopted and broadened its activities over the decades to meet the changing needs of the community. It is now continuing that evolutionary process in fully embracing Local Government Reform and joining with Westmeath County Council as an integral element of this Plan committed to the implementation of the policies, objectives, and strategies contained herein.

Structure

The Council consists of 9 elected Members and a significant proportion now and indeed historically have dual Membership of both the Urban and County Council thus maintaining a strong democratic link between the two Councils. This is further strengthened by the U.D.C. representation on Strategic Policy Committee and the County Development Board.

A Municipal Policy Committee to formulate and develop policy in respect of our functions and services is to be established. This will include representatives of the sectoral interests and will enhance the local partnership between Council and people.

The Urban Council shares management with the County Council through the County Manager and Director of Services supported by the Town Clerk, Town Engineer and staff of the Urban Council.

Vision

Strong local leadership, customer, care, efficiency, effectiveness, sustainability and value for money will be central to all activities particularly the core functions where there will be complete co-operation with Westmeath County Council to ensure a co-ordinated and seamless delivery of services to both the people of the defined urban area and the environs.

In addition there will be a particular emphasis and focus on the promotion of the town in all of its aspects including business, industry, sport, social/community, tourism, amenities, local government education, arts and culture through the media, information/communications technologies and marketing. The identity and status of Athlone as a town will be enhanced, the physical character will be strengthened with visual amenity and streetscape schemes applicable to both public and private buildings and spaces, and the appeal of the town will be improved through the provision of recreational/amenity facilities and civic features and developments.

Partnership

The Council recognises the need for partnership to ensure that its policies and objectives are implemented and supported and the dissemination of information, consultation and co-operation with statutory bodies and local organisations will continue to be central to fostering the good relationships that are necessary for success.

Implementation and Assessment

The publication of this Corporate Plan is one stage in Westmeath Local Authorities' ongoing process of Strategic Management. The implementation of this plan depends on a number of factors, both internal and external, but in essence, it will rely heavily on the organisation's capability and commitment to change and to the availability and maximising of resources.

The ongoing training, motivation and commitment of staff, the fostering of a culture of good management and the provision of a structured support system for the elected representatives, are all key elements in achieving the objectives outlined. Development of customer awareness within our human resource strategy will deepen sensitivity to our customer needs.

Part of the implementation and assessment process of this corporate plan will involve the development of **operational strategies** which will incorporate action plans and performance indicators subject to annual review.

Progress and implementation will be assessed, monitored and reviewed and published in the Councils Annual Report. Corrective action measures will be adopted in response to the review and assessment process.

An initial output from this strategic process is the completion of our Customer Service Action Plan.

Implementation of this Corporate Plan is dependent on the following critical success factors:

- Public support
- Members support
- Staff support
- Development of Operational strategies for each functional area
 - Management systems
 - Action plans
 - Target setting
 - Performance indicators
 - Annual review
 - Annual Reporting
 - Corrective action
- Resources
 - Allocation
 - Priority allocation
- Developing links with stakeholders
- The context in which we operate
- Time frame

We are committed to delivering a quality service, while working in partnership with the community. The implementation of this plan is central to ensuring the sustainable development of our county and improving the quality of life of our citizens.

Members of Westmeath County Council

ATHLONE ELECTORAL AREA

Clr. Egbert Moran
Clr. Brendan McFadden
Clr. Kieran Molloy
Clr. P.J. Coghill
Clr. Tom Allen
Clr. Mark Cooney
Clr. Kevin "Boxer" Moran

COOLE ELECTORAL AREA

Sen. Donie Cassidy
Clr. Frank McDermott
Clr. Patrick J. O'Shaughnessy

KILBEGGAN ELECTORAL AREA

Clr. Joseph Flanagan
Clr. Mark Nugent
Clr. Tom Cowley
Clr. Michael Ryan

MULLINGAR WEST ELECTORAL AREA

Clr. Willie Penrose, T.D.
Clr. Betty Doran
Sen. Camillus Glynn
Clr. Paul McGrath, T.D.
Clr. Tom Bourke

MULLINGAR EAST ELECTORAL AREA

Clr. Michael Dollard
Clr. Jim Bourke
Clr. Dan McCarthy
Clr. Patrick McLoughlin

Members of Athlone Urban District Council

Clr. Austin Berry
Clr. John Butler
Clr. Mark Cooney
Clr. Frank Keena
Clr. Nicky McFadden

Clr. Kieran Molloy
Clr. Egbert Moran
Clr. Kevin "Boxer" Moran
Clr. Breffni Rowan

Members of Mullingar Town Commission

Comm. Patrick Collins
Comm. Detty Cornally
Comm. Michael Dollard
Comm. Betty Doran
Comm. Jim Bourke

Comm. Ken Glynn
Comm. Martin Hynes
Comm. Paul McGrath T.D.
Comm. Frank McIntyre



Westmeath County Council
Comhairle Chontae na hIarmhí

County Buildings

Mullingar

Co. Westmeath

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