



# Mayo County Council Scrutiny Report

Report No. 59 – October 2023



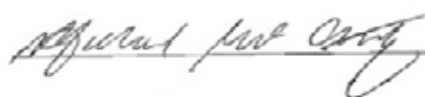
## Chair's Opening remarks

The Local Government Reform Act 2014 introduced significant changes to a wide range of aspects of the local government system, including in relation to matters of accountability and oversight. In that regard, the Act provided for the establishment of the National Oversight and Audit Commission (NOAC) as the statutory body overseeing the local government sector. NOAC was established in July 2014 under the 2014 Act to provide independent oversight of the local government sector. NOAC's functions are wide ranging, involving the scrutiny of performance generally and financial performance specifically, supporting best practice, overseeing implementation of national local government policy and monitoring and evaluating implementation of corporate plans, adherence to service level agreements and public service reform by local government bodies.

Since I became Chair of NOAC in September 2018, I have continued the good work that had been started by the previous NOAC Chair in meeting with the Chief Executives of the local authorities and their Management teams. As outlined below, this process has evolved over time and continues to evolve.

The preparation of the profile report also identifies the performance of local authorities in relevant NOAC reports and provides for further examination of the results of these reports. The Scrutiny Process requires time and resources from NOAC and the local authorities in preparation of the profile report and for the Stage 1 and Stage 2 meetings. NOAC considers to date that the investment of time and resources has been worthwhile and necessary.

I have been struck by the welcome and sharing of information that has taken place at the meetings. It has provided an opportunity to learn, to listen to how the particular local authority operates, the challenges they face, the plans and ideas that have been developed and gives an opportunity to reflect on what is working well and areas that need to be addressed. It has identified areas of good practice and many of these ideas have been showcased at the NOAC Good Practice Seminars over the years. I look forward to continuing to work closely and collaboratively with all the local authorities and want to use this opportunity to thank all the Chief Executives and their teams for the time and courtesy and welcome extended to NOAC in this process.



**Michael McCarthy, Chair**  
**10th October 2023**

## Background to Profiles and Scrutiny Programme

In February 2017, NOAC, in accordance with its statutory functions, began to review the performance of individual local authorities. The starting point was getting an overall picture derived from the performance indicator report results, the Local Government Audit Service (LGAS) audit reports, the financial position and revenue collection performance. Information on private rented sector inspections, housing stock management and maintenance data and Customer Satisfaction was all considered by using the relevant data contained in the NOAC reports published to date.

At the outset, the importance of the meetings was emphasised over and above the data which NOAC had regarding local authorities. There was also an objective to broaden the NOAC members' understanding of the work of the local authorities and the individual priorities and pressures they faced and to put the information in context. Therefore, NOAC wanted to get the background perspective from the authorities and any other datasets that the Councils consider should be taken into account. Significant work is required to bring this part together and the work of the NOAC Secretariat and the local authority NOAC Coordinators must be acknowledged.

Following an initial face to face meeting, which is called a Stage 1 meeting, local authorities were invited to a Stage 2 meeting where more detailed questions would be carried out in the areas of interest to NOAC, including customer service and IT investment, collection rates, the quality of information provision to the public, etc. These meetings would take place after or latterly before the main NOAC board meeting with all the board members present.

## The Purpose

The process gives NOAC the opportunity to have oversight of all the local authorities and considers the factors that facilitates them in performing well, along with the barriers that may exist relevant to the individual local authority. The meetings enable the local authorities to outline their strong and weak performing areas. It allows for further examination of the results of the performance indicators and shows the results in context. It must be emphasised that these meetings differ from the Performance Indicator (PI) Validation meetings which are carried out by the Performance Indicator Working Group to interrogate the results reported in relation to selected performance indicators. These meetings, while very informative, are specific to the performance indicator process and do not consider other areas of performance that NOAC have oversight of, including Customer Service, Internal Audit, Corporate Plans, etc.

During the meeting NOAC can see areas where consistent under-performance is highlighted and which can be examined further. It also allows for exemplars of best practice to be identified and used to share with other local authorities. The process as outlined, is not a follow up to the PI reports, but does enable consideration of issues that may warrant further clarification or investigation in the PI process. Local authorities have all indicated in the meetings thus far that they compare their performance and results in relation to what they deem as similar local authorities. This grouping could be reviewed further by NOAC and adopted for the results of some of its reports. Groupings are not only on size but, on levels of finances, urban and rural, staff numbers and other factors.

# The Scrutiny Process

The process has evolved over time, allowing it to become more structured, formal and documented. Given the importance of the work, it is led by the Chair of NOAC (or a delegated alternate, if required) with support from NOAC members and the Executive. The formal process agreed by the Board is termed as a constructive dialogue and is laid out below.

**1**

## Stage 1 (NOAC Scrutiny Visit)

Meeting held with NOAC Chair (or alternate) and/or one additional NOAC member and member(s) of the NOAC Executive. The Chief Executive and members of the management team, as invited by the Chief Executive shall attend.

- Stage 1 notice issued to Chief Executive of the local authority.
- Profile report prepared by NOAC Executive with input from the local authority. This is circulated along with an agenda to the local authority and NOAC attendees in advance of the visit. The report is based on general and specific information from NOAC reports relating to the local authority in question.
- Local authority to present on issues arising and take questions from attending NOAC members.
- Meeting minutes prepared and issued for comment.

**2**

## Stage 2 (NOAC Scrutiny Meeting)

Appearance at full NOAC meeting. The Chief Executive and members of the management team, as invited by the Chief Executive shall attend.

- Stage 2 notice to attend NOAC meeting issued to Chief Executive of local authority.
- Profile report updated as required and circulated along with an agenda to local authority and NOAC members in advance of the meeting.
- Local authority to present on issues arising and take questions from full NOAC board.
- Meeting minutes prepared for circulation to local authority for its comment.

**3**

## Stage 3 (NOAC Sign off and Publication)

Following completion of Stages 1 and 2 the Executive shall collate the material and present it to the NOAC Board as follows:

- Final sign off on minutes / documents / reports.
- Comments / Findings / Recommendations to be made as required.
- Approval for completed records to be published.

## Progress to date

### 2017

To commence the process, profiles were prepared in respect of Cork City Council, Louth and Offaly County Councils and these were forwarded to the Chief Executives of the authorities concerned. The then NOAC Chair, Pat McLoughlin, began this process with a meeting with the Chief Executive of Louth County Council for a general discussion on the profile in August 2017. This Stage 1 meeting was followed by a similar meeting with the Chief Executive of Cork City Council in September 2017. The final Stage 1 meeting to take place in 2017 was held with the Chief Executive of Offaly County Council in October 2017. In December 2017, Louth County Council attended a meeting with NOAC after the main NOAC Board meeting. This was the first Stage 2 meeting, which formed an important part of the overall process. These meetings served a particularly important function which allowed the Council to give an overview of their work and also gave an opportunity to the full NOAC Board to put questions to the Council and understand their situation in more depth.

### 2018

In 2018, the schedule consisted of eight meetings with local authorities, four each for Stage 1 and Stage 2. A Stage 2 meeting was held with Offaly County Council in January 2018. This was followed by another Stage 2 meeting with Cork City Council in March 2018.

A new Chair, Michael McCarthy, was appointed on 24 September 2018. The process continued with Westmeath County Council in October 2018 and Kerry County Council in December 2018. These were Stage 2 meetings with the full NOAC board as in these cases, the 2018 Performance Indicator validation meetings for these authorities were deemed sufficient as Stage 1 meetings. Further Stage 1 meetings were held with Roscommon County Council and Tipperary County Council.

### 2019

The format continued with 8 meetings with local authorities during the year. Five Stage 1 meetings and three Stage 2 meetings. The Stage 1 meetings were with Donegal County Council, Laois County Council, Clare County Council, Waterford City and County Council and Carlow County Council. Stage 2 meetings took place with Roscommon County Council, Tipperary County Council and Donegal County Council.

### 2020

A meetings list was scheduled for 2020 to cover 6 additional local authorities. The year commenced with a Stage 1 meeting with Monaghan County Council in February, along with two Stage 2 meetings with Laois County Council and Waterford City and County Council. Further meetings were scheduled for April, however, due to the COVID crisis these meetings were deferred.

The COVID restrictions presented challenges to the meetings but it was decided to continue the Stage 2 meetings virtually and meetings were held with Clare, Monaghan, Waterford City and County, Carlow and Sligo. These were carried out via the WebEx platform.

A socially distanced Stage 1 meeting was held in person with Limerick City and County Council in August and with Sligo County Council in September 2020.

### 2021

COVID had a significant impact on local authorities, and in particular, for NOAC on the Scrutiny process. The Stage 1 meetings were all held in person, but restrictions curtailed their activities in 2021. Stage 1 meetings were held with Meath and South Dublin in July 2021 and Fingal in October 2021. The Stage 2 meetings progressed, as these were capable of being held remotely, with one held in January 2021 with Limerick City and County Council, another with Meath in September 2021 and a further meeting with South Dublin in December 2021.



## 2022

2022 saw an increase in the number of scrutiny meetings held with local authorities. Stage 1 meetings were held with Galway City Council in March 2022, with Cavan and Leitrim County Councils and Dublin City Council in June 2022. Further Stage 1 meetings took place later in the year, with Wexford and Galway County Councils, in September 2022. Several stage two meetings were also progressed, with Wexford and Leitrim County Councils and Galway City Council, in October 2022.

## Future meetings and reports

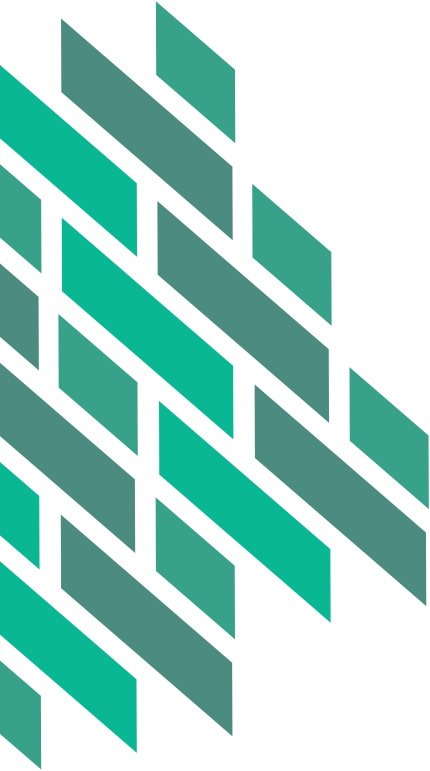
This report outlines the purpose and the procedures of such reports and, while the process may continue to evolve, it is not currently expected to produce another master report, similar to the master report produced in [May 2021](#). It is intended that once all stages in the scrutiny process have been completed with the relevant other local authorities that the report would be published on that basis and would form part of the suite of reports under the umbrella of the Scrutiny Report Process. It is anticipated that progress will continue to be made with further Stage 1 and Stage 2 meetings so that each local authority will have participated in the process. It must be outlined that significant changes and delays have been experienced due to the restrictions imposed by COVID in 2020 and 2021. In 2022 and as noted above, 3 Stage 2 and 6 Stage 1 meetings were held with Scrutiny reports being prepared for the completed Stage 2 meetings. So far, in 2023, there have been six Stage 1 and four Stage 2 meetings held, with several more due to take place throughout the year.

## Conclusion

The process thus far allowed for the NOAC Chair and members to get a greater understanding and insight into the challenges that face each of the local authorities. Also, issues such as collection rates, staff numbers, inspection rates, finances that are included in reports in some cases benefit from the explanation and discussion as to the reason behind these figures. The meetings also enabled NOAC to see the various priorities that each local authority considered relevant to their citizens and how they overcame various challenges and how they work collaboratively with other local authorities, state bodies and stakeholders. Areas of Good Practice have been identified along the way and these have contributed to presentations of these projects at the NOAC Good Practice Seminars in 2017, 2019, 2020, 2021 and 2022.

Mayo County Council had their Stage 1 meeting in February 2023 and their Stage 2 meeting in May 2023. It is important to note that the material in this report is reflective of the position at that time. Therefore, any changes to the profile from later NOAC reports are not included in this report. In addition, it should be noted that the relevant information from Performance Indicator Report 2021 is included in this report, as is information from the Review of Local Authority and Regional Assembly Corporate Plans 2019–2024. The NOAC highlights the following points arising out of these meetings with Wexford County Council:

- NOAC was interested to hear that passenger numbers have recovered greatly at Knock airport, with the hope of seeing one million in the coming years.
- NOAC understands the benefits of the Rural Regeneration and Development Fund for Mayo, while noting the associated challenges, such as the necessity to provide match funding for schemes, along with a lack of contractors and consultants, which creates time delays in the system.
- NOAC was pleased to hear that rent collections are receiving a renewed focus, with a 2% increase in 2022 on the 2021 collection rates.



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# NOAC Profile Mayo County Council

January 2022

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# Mayo County Council General Information

<b>Local Authority</b>	Mayo County Council
<b>Population:</b>	137,231
<b>Area:</b>	County Mayo, located in the west of Ireland, is the third largest county in the country with an area of 5,398 sq. km. (2,084 sq. miles)
<b>Municipal Districts:</b>	The Local Authority has 4 Municipal Districts Ballina Castlebar Westport-Belmullet Claremorris-Swinford
<b>2023 Budget</b>	€176,551,681 3 Year Capital Plan of €523 million

Please Note: The following data is correct as of 9th January. It does not include Retained Fire Fighters or non-DoE Staff as they are accounted for separately on our quarterly returns to the Department

<b>Number employed @ 31/12/2022</b>	1,072
<b>WTE Staff per 1,000 population</b>	7.48
<b>% of paid working days lost to medically certified sick leave</b>	4.52%

#### **Housing Information @ 31/12/2022**

<b>Local Authority Stock number</b>	2,337
<b>Number currently on waiting list</b>	2,600 with 1,200 on waiting list and 1,400 on transfer list approximately
<b>HAP Tenancies</b>	1,227
<b>Homeless presentations</b>	134
<b>Any specific housing issues</b>	Shortage of Housing Land and difficult to acquire additional lands Lack of private housing construction Lack of private rented properties Defective Concrete Blocks HAP caps allowed for Mayo mean that with rent levels increasing many are well above the acceptable ratio of Rent: Income.

#### **Short Information Paragraph**

<b>Council Mission Statement</b>	To promote the wellbeing and quality of life of our citizens and communities in Mayo and to enhance the attractiveness of the County as a place in which to live, work, visit, invest in and enjoy.
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<b>Economic Forum (CEF)</b>	Mayo County Council has a track record of bringing together the various enterprise support & economic development agencies in Mayo. Since 2008 these agencies have collaborated under the banner of Mayo Ideas Lab to organise an annual Ideas Week and to act as a forum for both formal & informal information sharing and cooperation. During Covid, the group produced a 12-point Economic Recovery Plan at a time when cooperation was essential. Membership of the group includes the IDA, EI, Údarás na Gaeltachta, WestBIC, the various Local Development Companies, the Western Development Commission, Mayo Sligo Leitrim ETB and Mayo Education Centre.
<b>The Local Enterprise Office</b>	<ul style="list-style-type: none"><li>■ Local Enterprise Office Mayo is operated in accordance with an SLA between Mayo County Council and Enterprise Ireland. 8 staff are assigned to the LEO.</li><li>■ Funding of €1,148,467 was allocated to LEO Mayo in 2022.</li><li>■ Key metrics:<ol style="list-style-type: none"><li>1. NOAC indicators (2021)<ol style="list-style-type: none"><li>a. 46 jobs created (net)</li><li>b. 161 TOVs approved</li><li>c. 317 mentoring clients</li></ol></li></ol></li><li>■ The work of the LEO is framed in the context of driving 5 key agendas: Innovation, Market diversification / Export, Competitiveness, Green &amp; Digital. We do this by offering a suite of entrepreneurial, financial, advisory, guidance and training supports to eligible companies and individuals.</li><li>■ Key priorities for 2023<ul style="list-style-type: none"><li>- Delivering on our new responsibility to support businesses with between 10-50 employees who are on an export trajectory but are not yet Enterprise Ireland clients.</li></ul></li></ul>
<b>Retail Incentives</b>	There are no direct retail incentives in place from MCC Support from Mayo LEO Small Business Support Scheme for small businesses affords grant aid to shelter businesses for the impact of Commercial Rate increases.

<p><b>The Corporate Plan</b></p>	<p>The Corporate Plan of Mayo County Council is a key part of our delivering on our commitment to Mayo. In it we set out our mission as the democratic body representing the people of Mayo, what we want to deliver for the people over the next five years (2019 -2024), and how we are going to meet our commitments to our communities. This Plan also sets out what we will work to achieve and how we will measure our efforts so that the people of Mayo will see that we deliver effectively on our commitments to them. Please view the full copy of <a href="#">The Corporate Plan</a></p>
<p><b>Shared services</b></p>	<ul style="list-style-type: none"> <li>■ Connacht Ulster Waste Management Planning Steering Group.</li> <li>■ Western Region Control Centre.</li> <li>■ Climate Action Regional Office Atlantic Seaboard North.</li> </ul>
<p><b>Regional Issues including new developments and initiatives</b></p>	<p>Mayo is the lead authority for the Connaught/Ulster region regarding the Public Lighting Energy Efficiency Project.</p> <p>Mayo County Council (on behalf of the LEOs in the NWRA region) is a partner in the European Digital Innovation Hub (EDIH) project entitled <i>Data2Sustain</i>. This project will provide technical and advisory support to assist SMEs on their digital innovation journey.</p> <p>All LAs in the region have invested in Ireland West Airport and have a shareholding.</p> <p>Mayo County Council is the lead partner in delivering on Action 1.5 in the Regional Enterprise Plan West: <i>Advance the Enterprise Strategy for the Strategic Development Zone at the Ireland West Airport Knock</i>.</p>
<p><b>Supporting Strategies</b></p>	<ul style="list-style-type: none"> <li>(a) County development Plan</li> <li>(b) Local Economic Community Development Plan</li> <li>(c) Mayo Tourism Statement of Strategy &amp; Work Programme 2022 -2024</li> <li>(d) Clew Bay Visitor Experience Development Plan</li> <li>(e) Mayo 2040 ( In preparation )</li> <li>(f) Digital Strategy ( In preparation )</li> <li>(g) Renewable Energy Strategy ( To be commenced )</li> <li>(h) Marine Strategy ( To be commenced )</li> </ul>
<p><b>Any other relevant information</b></p>	<p>None provided by the local authority.</p>

### Collection Rates

	2021	2020	2019	2018	2017	2016	2015	2014
<b>Rate collection rates</b>	83.2%	82%	87.7%	86.6%	84.9%	82.3%	80.2%	75%
<b>Rent collection rates</b>	85.9%	87%	88%	86.5%	86.1%	84.8%	84.5%	83%
<b>Housing loan collection rates</b>	81.4%	79%	76.6%	75%	70.6%	68.3%	67.8%	65%

From records, it is clear that there has been a steady increase in rate collections over the years to 2019, before falling back slightly. The rate collections were 75% in 2014 and hit a high of 87.7% in 2019, and currently stand at 83.2% in 2021, which is very similar to the national average of 83.4%.

Rent collections have fluctuated slightly over the years, going from 83% in 2014 to 85.9% in 2021. This is below the national average of 88.8% for 2021.

Housing loans collection rates have improved greatly since 2014, when it was at 65% and now stands at 81.4%, in line with the average collection rate of 81.6% for 2021.

## NOAC Reports Overview

NOAC was established in July 2014 as an independent statutory body to provide oversight of the local government sector in Ireland. NOAC's functions are wide ranging, involving the scrutiny of performance generally and financial performance specifically. NOAC also supports best practice, oversees the implementation of national local government policy, monitors and evaluates implementation of corporate plans, adherence to service level agreements and public service reform by local government bodies.

The annual Performance Indicator Report published by NOAC is one of its key reports every year. NOAC has the function of scrutinising local authority performance against relevant indicators. NOAC believes that monitoring performance over time and against comparable authorities has the potential to encourage continuous improvement in local authority service provision. From the reports published to date matters relevant to Mayo County Council are outlined in the points below.

### NOAC REPORT NO 46

## Review of Local Authority and Regional Assembly

### Corporate Plans 2019–2024 – November 2021

In November 2021, NOAC published its review of the corporate plans of local authorities and regional assemblies for the period 2019 - 2024. The purpose of the report is to review the adequacy of the plans and to assist with the further development of good practice in corporate planning. In the report, examples of good practice in relation to both the process of developing the plans, and the content of the plans are highlighted.

Under the process, areas considered for review included:

- The pre-plan consultation, which looks at how local authorities formulated the Corporate Plan, consulted with stakeholders and engaged with elected members.

- Review of the Corporate Plans. This investigated how local authorities proposed to review the progress of their Corporate Plans.
- Integration of the Corporate Plan with other policies and strategies, which examined the extent to which local authorities consulted other policy reports and strategies when devising their Corporate Plans.
- Public Sector Equality and Human Rights Duty. Under this heading, it was examined as to how local authorities engaged with the issue of human rights.

Examining the contents of the Corporate Plans, the following were among the areas reviewed:

- Vision and Mission: Strategies and Objectives. This detailed local authorities' visions, mission statements and broad goals during the life of the plan. It focused on the setting of actions and goals to deliver these broad objectives and visions.
- Financial resourcing of the Corporate Plan and how risks to the delivery of the Corporate Plan can be examined, taking into account how Councils are dependent on voted capital funds from central government.
- Measuring and mitigating risk. This examines where local authorities depend on other external providers and other public bodies to successfully deliver certain services. This involves risk which can be mitigated through appropriate oversight, including service level agreements.

Mayo County Council was alluded to as a medium sized Council in the report classifying it similar to counties such as Clare, Donegal and Louth. Mayo County Council is also a member of the Northern and Western Regional Assembly which has 25 members and includes Galway, Roscommon, Leitrim, Sligo, Donegal, Monaghan and Cavan.

Within the report, Mayo were not highlighted as standing out as either a low or high performing local authority in any of the areas being reviewed under either process or content. This implies that it had an adequate corporate plan process and content when compared to other local authorities.

## NOAC REPORT NOS 50 AND 44

## Performance Indicator Reports 2021 and 2020

- **Housing.** Mayo County Council owned 2,276 social housing dwellings at the end of 2021 with 3.95% vacant, compared to a national average of 3.16%. In 2020 the Council owned 2,254 social housing dwellings with 5.01% vacant, compared to a national average of 3.18%.

In 2021 the average time for rehousing in vacant properties in Mayo was 18.92 weeks, which is about half the national average of 34.44 weeks. This is however a significant increase on 2020, when the average time for rehousing in vacant properties in Mayo was 12.5 weeks, compared with the national average of 32.69 weeks.

New house building inspections dropped marginally from 13.05% in 2020 to 19.57% in 2021.

Mayo had a maintenance cost per unit nationally in 2021 at €472.59, which was an increase on €465.83 in 2020.

- **Environment.** 48% of the County is unpolluted or litter-free (39% in 2020). 40% of the area is slightly polluted (47% in 2020) and 12% is moderately polluted (13% in 2020). The national average figures for being unpolluted or litter-free in 2021 was 22% and was 13% for being moderately polluted.

The % of households availing of the 3 bin service went from 71.02% in 2020 to 76.71% in 2021.

- **Green Flag status.** At the end of 2021, 32% of schools in the County held a Green Flag, while this was 36% in 2020. The national average in 2021 was 34.8% and was 41.83% in 2020.

- **Libraries.** There was an average of 1.09 visits per head of population (above the national average of 0.86) and 268,816 items issued to library borrowers in 2021. For 2020 the figures were 1.18 visits compared to the national average of 1.05 and 263,335 items borrowed.

The cost of the library service was €27.62 in 2021, compared to the national average of €36.92.

- **Roads.** In terms of road condition, Mayo had 36.82% of its local primary roads having no defects. Regarding its local secondary roads, 29.64% had no defects. 26.3% of its tertiary roads had no defects.

Cost per capita of the planning service decreased slightly from €32.43 in 2020 to €31.80 in 2021.

- **Staff total.** Whole-time equivalent staff employed by Mayo County Council at the end of 2021 was 1,025. This compares to 980.64 for the end of 2020.
- **Overheads.** It was noted that in terms of overheads, which are costs directly related to the operational activities of a local authority, Mayo had 38.18% of its payroll costs as a percentage of its revenue expenditure, compared to an average across all local authorities of 31.83%.
- **Sick leave.** Mayo County's medically certified sick leave rate is 2.71% (compared to 3.40% in 2020), making it one of the local authorities which met the public sector sick leave target of 3.5%. Mayo's self-certified sick leave rate was 0.12% in 2021. The national average is 0.19%.

- **Technology & Social media.** The per capita total page views of Mayo County's websites in 2021 was 10.7, which compares to an average of 13.6 across all local authorities. The per capita total page views of Mayo's websites in 2020 was 13.30, which compares to an average of 15.56 across all local authorities.

The per capita total number of followers at the end 2021 of its social media accounts was 1.6, as opposed to an average of 0.93 across all local authorities. This compares to the per capita total number of followers at the end 2020 of its social media accounts of 1.35, as opposed to an average of 0.81 across all local authorities.

With regards the cost of Information Communications Technology (ICT) provision per whole-time equivalent staff member of a local authority, Mayo recorded a cost of €3,467.61 per whole-time equivalent staff in 2021, down from €3,791.65 in 2020.

- **Public lighting.** Mayo reported a billable wattage of 7,033 kilowatts per hour, which compares to 6,839 kilowatts per hour in 2020.
- **Public liability.** In 2021 Mayo had a cost of settled claims per capita of €4.97. This is much lower than the €13.99 cost in 2020.

#### NOAC REPORT NO 21

### Customer Satisfaction Survey - July 2019

- In 2018, Ipsos MRBI was commissioned by NOAC to conduct a survey among the general public to establish their satisfaction with their local authority. A face-to-face in-home CAPI (Computer Aided Personal Interviewing) methodology is utilised and quota controls ensured that participants are representative of the local authority population by age, gender and social class.
- The first survey, conducted in 2018, surveyed the 10 largest local authorities. The second survey, completed in March 2019, was conducted with the 10 medium sized local authorities and Galway City. The remaining 10 local authorities were surveyed in 2020. Mayo was included in the 2019 survey.

- 52% of respondents were satisfied with Mayo County Council, which was slightly lower than the average level of satisfaction with all Councils, which was 56%.
- 56% believed that Mayo County Council promotes economic activity, which is higher than the average of 52% amongst all local authorities.
- 19% of people felt that Mayo County Council provides good value for money, where the average was 28% across all local authorities.
- 60% of people believe that Mayo County Council is doing a good job, compared to the overall satisfaction rating of 51%.

#### NOAC REPORT NO 17

### Internal Audit in Local Authorities

- Local authorities were asked whether the audit committee had conducted an assessment of the adequacy of Internal Audit resources, including staff skills, within the last 2 years. Mayo was one of 17 authorities which had done so.
- The Head of Internal Audit reports to the Director of Finance in four local authorities, including Mayo County Council.
- In response to the question as to whether any External Quality Assurance review of Internal Audit has been undertaken, only six local authorities, including Mayo, confirmed that this was the case.
- When questioned if a compliance test was carried out in 2016 with regards to the operation of the Internal Audit unit against the stated function in the charter, only five local authorities, including Mayo County Council, confirmed this to be the case.

## NOAC REPORT NO 10

### Rented Houses Inspections - A Review of Local Authority Performance of Private Rented Houses Regulations Functions

	2014	2020
<b>Number of Registered Tenancies</b>	5,535	6,657
<b>% Units inspected</b>	7.5	7.11
<b>Inspected Failed %</b>	24.9	92.75

## NOAC REPORT NO 51

### Public Spending Code 2021

The Public Spending Code (PSC) was developed by the Department of Public Expenditure and Reform (DPER). The Code applies to both current and capital expenditure and to all public bodies in receipt of public funds. According to DPER, the Code brings together, in one place, details of the obligations of those responsible for spending public money. As local authority funding derives from a number of sources, including grants from several Government Departments, it was decided that the Chief Executives of individual local authorities should be responsible for carrying out the quality assurance requirements and that their reports should be submitted to NOAC for incorporation in a composite report for the local government sector.

The Quality Assurance reporting requirements consists of the following five steps:

1. Local authorities should draw up an inventory of projects/programmes at the different stages of the Project Life Cycle, in respect of all capital and current expenditure projects to a value greater than €0.5m.
2. Confirm publication on the local authority's website of summary information on all procurements in excess of €10m related to projects in progress or completed in the year under review and provide a link to the relevant website location.

3. Complete the seven specified checklists. Only one of each type of checklist per local authority is required and not one per each project/programme. The completion of the checklists is to be based on an appropriate sample of the projects/areas of expenditure relevant to that checklist.
4. Carry out a more in-depth review of selected projects/programmes such that, over a 3-5 year period, every stage of the project life-cycle and every scale of project will be subject to a closer examination. Revenue projects selected for in-depth review must represent a minimum of 1% of the total value of all revenue projects in the inventory, while the requirement in respect of capital projects is 5% of the total value of all capital projects in the inventory.
5. Complete a short summary report consisting of the inventory, procurement reference and checklists referenced in steps 1 to 3 and the local authority's judgment as to the adequacy of the appraisal/planning, implementation or review work that it examined as part of step 4, the reasons why it formed that judgment and its proposals to remedy any inadequacies found during the entire quality assurance process.

In the case of Mayo County Council it complied with all five steps as highlighted above including providing links to the online Publication of Summary Information of all Procurements in Excess of €10m.

Particular points of note were:

- Mayo had expenditure being considered greater than €0.5m of €1,657,449 at the time of the survey while the national average was €7,327,049.
- Its final outturn expenditure of projects/programmes completed or discontinued in the reference year that was greater than €0.5m was €17,096,201 which was significantly below the national average of €47,115,384.



	Expenditure being Considered - Greater than €0.5m (Capital and Current)				Expenditure being Incurred - Greater than €0.5m (Capital and Current)				Projects/Programmes Completed or discontinued in the reference year - Greater than €0.5m (Capital and Current)			
	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Grant)	Projected Lifetime Expenditure	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Reference Year (Grant)	Cumulative Expenditure to-date	Projected Lifetime Expenditure (Capital Only)	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Reference Year (Grant)	Final Outrun Expenditure
Mayo County Council	€1,657,449	€5,140,759	€379,310,083	€182,232,508	€86,974,626	€0	€252,134,383	€431,122,174	€0	€1,843,709	€0	€17,096,201
Average	€7,327,049	€5,865,083	€238,802,224	€205,008,477	€45,469,548	€7,295,668	€340,256,110	€488,173,084	€109,826	€7,064,180	€2,819,326	€47,115,384

**MAYO**

Performance Indicators	2021		2020		2019		2018		2017		2016		2015		2014	
	Data	Median/Average	Data	Median/Average	Data	Median/Average	Data	Median/Average	Data	Median/Average	Data	Median/Average	Data	Median/Average	Data	Median/Average
H1 Social Housing provided in year per 1,000 population	0.20	0.59	0.60	0.64	0.81	1.15	0.43	0.84	0.23	0.53	n/a	3.43	0.98	1.91	1.47	0.80
H2 % of directly provided dwellings vacant at 31/12	3.95	3.16	5.01	3.18	5.23	3.15	3.27	2.77	2.97	2.73	3.04	3.02	5.51	3.5	6.85	3.8
H3a Average time from vacation date to PI year re-letting date (weeks)	18.92	34.44	12.50	32.69	17.80	28.17	50.04	27.75	13.84	28.9	48.80	32.99	39.27	28.43	38.00	31.43
H3b Average cost expended on getting re-tenanted units ready for re-letting	€9,100.76	€19,653.39	€16,423.04	€19,065.30	€10,364.94	€18,336.85	€14,903.22	€18,590.28	€15,693.13	€17,160.60	11,528.61	€15,877	6,750.06	€13,378.40	7,281.15	€11,534.91
H4 Average repair and maintenance cost per unit	€472.59	€1,150.13	€465.83	€1,119.82	€556.26	€1,168.99	€753.07	€841.83	€1,136.38	€1,311.82	943.26	€1,500.23	820.84	€1,292.57	384.05	€1,272.30
H5 Inspections (Dwellings inspected) carried out in year as % of registrations	No data available	No data available	7.11	6.73	7.13	9.93	9.67	7.39	2.15	4.96	1.55	4.36	4.27	5.64	5.82	6.51



Performance Indicators	2021		2020		2019		2018		2017		2016		2015		2014	
R1a	82	91	57.60	77	99.81	99	100	99.36	79	96	99.00	99	81.00	68	21.07	47.9
R1b	41.49	30.90	45.60	31.19	42.89	38.28	43	37.58	26	28	24.00	30	20.00	20	31.08	11.15
R1c	36.82	26.05	27.80	24.00	22.98	23.08	21	23.39	14	20	12.00	13	10.00	11	24.81	6.4
R1d	29.64	21.40	25.70	17.66	20.56	17.67	14	15.19	9	14	13.00	10	10.00	8	11.13	4.61
R1e	26.30	15.38	22.10	13.93	17.30	14.23	12	12.42	7	8	8.00	7	6.00	5	18.71	3.63
R2a	19.90	13.40	17.80	14.7	17.50	13.17	18	13.4	14.50	10.3	11.80	10.8	13.80	10.2		
R2b	9.60	19.9	8.90	19.4	7.50	14.27	8.50	15.3	13.70	11.9	19.20	12.2	23.40	8.3		
R2/3	85.04	86.18	80.82	81.52	69.74	70.21	66.90	69.15	63.24	65.95	60.20	64.05	52.37	56.6	46.26	54.7
W1	No data available	No data available	No Data available	No data available	98.60	97.50	97.64	97.1	99.08	98.46	98.71	97.77	98.39	99.07	96.70	97.9
E1	76.71	55.09	71.02	89.73	14.77	48.36	12.94	43.91	8.90	39.53	10.41	37.7	9.13	34.87	9.70	31.66
E2	25.73	10.82	41.67	10.38	52.60	9.28	56.23	11.00	43.30	9.79	4.19	9.91	22.13	8.49		
E3	48	22	39	22	53.00	15.00	55	19.00	47	10	32.00	13	26.00	14	19.00	9.5
P1	19.57	16.97	13.05	15.28	14.05	23.90	11.11	16.75	12.04	17	14.29	19.42	16.84	24	5.82	17.71

Performance Indicators	2021		2020		2019		2018		2017		2016		2015		2014	
P2	72.22	71.17	83.87	73.17	72.73	73.07	89.29	75.92	87.88	79	96.30	77.78	83.33	71.88	83.33	71.7
P3	15.85	3.60	11.27	3.74	18.45	2.74	10.39	3.03	7.09	2.41	10.97	2.87	10.42	2.61	1.15	2.88
P4	€31.80	33.37	€32.43	31.47	€28.91	€30.27	€28.66	29.24	€26.45	28.31	25.89	€26.96	26.20	€26.76	22.88	€25.27
F1	€50.99	82.69	€50.46	79.93	€49.50	€60.79	€49.50	53.85	€47.62	57.74	44.61	€56.07	41.48	€57.88	38.85	€55.9
F2	N/A	1:27	N/A	1:28	No data available	1:24	0:00	1.42	N/A	1.45	n/a	1.5	N/A	1.6	N/A	1.66
F3	34.58	56.17	32.94	55.30	26.85	55.14	33.25	52.92	32.64	40.45	40.65	57.79	36.42	56.98	30.76	58.6
L1a	1.09	0.86	1.18	1.05	3.58	3.57	3.71	3.50	2.85	3.56	2.65	3.61	2.75	3.68	2.43	3.71
L1b	1.96	2.07	1.92	2.19	2.57	3.14	2.44	3.00	2.57	2.92	4.35	3.82	4.62	3.82		
L2	27.62	36.92	€28.48	35.95	€26.68	€34.94	€26.36	30.52	25.76	31.00	17.39	€30.05	23.06	€30.02	17.30	€29.41
Y1	76.92	63.25	73.08	63.29	100.00	68.30	64.00	80.00	86.21	69.04	96.55	68.07	92.59	67.59	96.55	51.86
C1	7.47	5.89	7.15	6.06	7.28	5.95	7.38	5.99	7.43	5.75	7.08	5.64	7.11	5.58	7.10	5.63
C2a	2.71	2.89	3.40	3.01	3.92	3.71	3.40	3.74	3.66	3.74	3.47	3.76	3.01	3.52	3.09	3.34
C2b	0.12	0.19	0.15	0.20	0.30	0.36	0.25	0.35	0.30	0.33	0.26	0.38	0.29	0.39	0.24	0.4



Performance Indicators	2021		2020		2019		2018		2017		2016		2015		2014	
C3	10.70	13.60	13.30	N/A	11,262	16,572	12,706	16,210.00	32177	14,632	11,346.12	12,422	16,178.74	11,666	12,852.31	9,651
C4	€3,467.61	3,521.62	€3,791.65	3,457.02	€2,935.01	3,060.84	€2814.16	2,894.57	€2,511.14	€3,048.41	2,678.94	€2,675.69	2,424.88	€2,680.15	2,648.34	€2,646.8
M2a	83.20	83.40	82.00	76	87.70	87	86.60	86.00	84.9	83	82.30	82.3	80.20	83	75.00	77
M2b	85.90	88.8	87.00	88.3	88.00	89.80	86.50	89.00	86.1	89	84.80	88.0	84.50	85	83.00	84
M2c	81.40	81.6	79.00	79.4	76.60	78	75	75.00	70.06	74	68.30	70	67.80	68	65.00	67
J1	0.26	0.59	0.35	-0.30	0.98	0.64	0.94	0.77	1.30	0.68	0.86	0.7	1.03	0.66	0.38	0.73
E6	7,033	5,942	6,839	6,209	No Data Available	No Data Available	No Data Available	No Data Available	No Data Available	No Data Available	No Data Available	No Data Available	No Data Available	No Data Available	No Data Available	No Data Available
M3	4.97	11.05	€13.99	12.21	€15.21	13.53	€14.80	11.62								
M4	38.18	31.83	€32.48	26.75	No Data Available	No Data Available	No Data Available	0.84								



# Stage 1 meeting with Mayo County Council

Date:	2nd February 2023 at 10 a.m., WebEx online meeting	
In attendance:	<b>Mayo County Council</b> <ul style="list-style-type: none"> <li>■ Kevin Kelly, Chief Executive (CE)</li> <li>■ Catherine McConnell, Director of Services for Planning, Human Resources, Communications &amp; Corporate Affairs</li> </ul>	<b>NOAC</b> <ul style="list-style-type: none"> <li>■ Ciaran Hayes, alternate chair NOAC</li> <li>■ Alan McDermott, NOAC Executive</li> <li>■ John Goldrick, NOAC Executive</li> </ul>

NOAC’s profile for Mayo County Council was issued in advance of the meeting and formed the basis for the discussion on the day. At a later stage, a second meeting between Mayo County Council and the NOAC Board will take place. The NOAC alternate Chair explained the role of NOAC, outlining that it was established in 2014 as an independent body, which is tasked with oversight of the local government system.

The CE gave an overview of the Council and the issues facing it. Matters discussed in detail were:

## Housing

Housing is a major issue for the Council. At present there are 1,206 people on the waiting list and a further 1,441 on the transfer list. Under the targets in “Rebuilding Ireland” Mayo delivered 425 units. Mayo’s target under the “Housing for All” plan is 730 units and, in 2022, the Council delivered 91 units, with a future target of 151 units to be delivered in 2023 which it felt would prove challenging. The Council noted that while it wasn’t initially included in the affordable housing scheme, it made its case and received approval for the development of thirteen affordable homes at Springfield, Westport with a second site also under consideration.

## Roads

Mayo has a number of ongoing projects with work on the N5 road project continuing, works taking place on the N17 junction at Claremorris and on the N60 with proposed bypasses of Ballina and Ballinrobe being seen as required. It was noted that work on the N5 project is hoped to be finalised by the end of April 2023 with the Castlebar section completed in February. This particular work stretches from the northwest of Westport to the east of Castlebar.

## Recreation and Amenity

The Council area has ample amenities, with fifty nine playgrounds, eight tennis courts, six outdoor gyms and three leisure centres.

## Tourism

There has been an emphasis on the Mayo diaspora in bringing tourists to Mayo. One of the notable attractions is the Great Western Greenway which is a walking and cycling trail on the Wild Atlantic Way, which stretches around Clew Bay, Mayo. A five year development plan was launched in November 2021, which seeks to position Clew Bay as a must-see destination within Mayo. It was also highlighted that Keem Bay in Achill is one of the most picturesque Bays in Ireland and Achill has had significant increased interest due to the international success of a film. Knock airport has also been of great benefit for tourism to the County which has the only Strategic Development Zone (SDZ) located outside of Dublin.

## Grant Funded Programme

It was noted that in 2022 there were a total of 44 projects completed with a value €4.175 million. There were 77 live projects at the end of 2022, with a value of €77.2 million across schemes such as Clar, ORIS, TVR, RRDF and URDF. The overall grant funding programme being pursued is worth €181 million.

## Local Property Tax

The LPT is still based on the 2014 valuations, which are out of date and set at a low base, meaning that the Council's base income is unchanged since 2014. The Council increased the LPT by 10% in each of the last three years and this increase is mainly being used for match funding by the Council. This increase delivered €150,000 less in 2023 following changes made to the scheme at national level.

## Staffing

Staff recruitment has been a continued challenge in all areas, but most acutely for technical grades, engineers and some administrative grades. Retirements have added to this personnel challenge, given the loss of corporate knowledge and experience. On the remote working front, where staff can work up to two days per week from home, approximately 50% of eligible staff have applied for this. It was noted by Mayo that this system seems to be working well at present. Mayo is a large county with six area based offices and several other corporate buildings with staff being very dispersed.

## Liaising with government departments

Council employees need to deal with multiple government departments, which brings with it a large quantity of work-related requests for information. Employees are often required to engage with several different units within their own organisation to reply to such requests. This is a notable change from the traditional experience of having one parent department. Partial funding or short term contracts for specific posts as required by various departments is also challenging. There is an instability in structure and the ability to backfill is limited.

## County make-up

Mayo has a population of over 137,000 people. It is a large County with a low population density, including two inhabited islands, which brings its own challenges when trying to provide services to this dispersed population.

## Vacancies and dereliction

The Council has set up an interdepartmental group in Mayo County Council. An additional staff member has recently been added to work on derelict sites and the Council felt that it had done a lot of preparatory work on this topic. It noted that in 2022, a number of CPOs were initiated in Castlebar and Ballinrobe and in a recent pilot survey of vacant properties it found that 60% of residential properties deemed vacant on the geodirectory were found to be vacant.

## I.T

Mayo highlighted the very significant costs associated with I.T. moving to the Cloud and that there were also large costs involved with meeting the ever-present cyber security threat.

## Planning

The County Development Plan was completed in 2022, envisioning the construction of 3,252 units over the next six years. The Council is also developing a new renewable energy strategy for which, at present, new planning guidelines are awaited from the department. New planning legislation is going through the Oireachtas. On another note, twelve local authorities, including Mayo County Council, have moved over to the e-planning system. A new development contributions scheme is also due to be published.

## Environment/Water

Mayo launched its Climate Adaptation Strategy in September 2019 which seeks to take proactive action to prepare for future changes in climate. It was noted that Mayo is fortunate that its towns are well served by water infrastructure.

## Website engagement

Searches on Mayo County Council's website are below the average for other local authorities and it was noted that this may be due to having less options for paying for services on this website. However, the Council noted that it had a strong social media performance.

## Motor tax

Motor tax figures have held up well over the last few years, fluctuating about four to five per cent each year, something which has not been the case in all local authority areas.

## Renewable energy

Mayo has an outdated wind energy strategy, which requires other renewable energy sources, such as hydro and solar energy. A focus will be put on onshore wind energy. The Council is looking to understand the energy landscape and it cannot create a spatial document unless development can access the matching infrastructure for energy distribution.

While there could be merit in having a renewable energy strategy for the region, the Council did not wish to wait several years for this to take place and has gone ahead with its own county development plan and plans to prepare its own RES. It was also noted that there is a planning application for a hydrogen energy plant and there is a further agreement to sell Council land for a data centre in north Mayo.

Also, a project for a large biomass plant which had previously been refused is expected to be resubmitted. The North West region could become a major player in energy generation, though the high level of environmental designation areas could have a negative impact on the development of these ambitions.

## Projects

The Council highlighted that environmental designations often have serious impacts on its planning and costs for projects. Cost inflation on capital housing projects is also very significant though the department understands the cost inflation situation and has factored this increase into its budgets. A similar approach needs to be taken across all government departments.

## Retro-fitting of housing units

The Council is seeking to retro-fit housing units and noted that it recently went to tender to have approximately fifty units retro-fitted but that there wasn't any tenderer awarded for contract. This was due to lack of interest and so no new units were retro-fitted in 2022 and a new tender had to be drawn up. It may be difficult for the Council to bring older units up to the requested B2 BER standard. This will be partially funded by the Department, but there is a significant gap in funding provided and the actual cost of the work, in the case of older properties and this could be in the realm of €10,000 per unit, the balance of which would have to be funded by the Council and is not currently available. There is generally a low spend on maintenance.

## Knock airport

Passenger numbers have recovered greatly, back to 700,000 passengers in 2022. Pre-Covid, these figures were around 800,000, and it is hoped that Knock passenger numbers will grow towards one million in the coming years. There is the benefit of the development of a Heathrow hub connection, with onward connection to worldwide destinations. With regards the Knock SDZ, progress is moving slowly and the Council had wished to receive €500,000 towards its development from EI grant funding though has only received €50,000 to date. It is hoped to advance a multi-agency approach to the development of the SDZ.

## LEO job creation

These numbers are lower at present but, on a positive note, a trade mission will be going to the United States for the St. Patrick's festival, including three companies from Mayo. It is hoped that these can break into new markets as a result of these endeavours.

## Public liability costs

It was noted that costs are very low in Mayo. This is due to several factors, such as repairs that have been undertaken in accident black-spot areas, investment in smarter travel, a lower number of people in the community during Covid plus a possible time-lag between the occurrence of an accident and a claim for said accident being made.

## Customer satisfaction survey

It was highlighted that some of the findings in this report appear contradictory, such as only 19% of people believing that the Council offers value for money, while also finding that 60% felt that the Council was doing a good job. This has also been the case with other local authorities, and such results are often the case, due to many respondents not having had direct contact with the Council in several years.

## Legacy issues

The Council and Department have liaised on legacy issues including grants being paid down before work was completed. It was noted that a rigorous inspection of audits on all projects was carried out and there have been numerous internal audit and audit committee meetings covering this area. It was highlighted that the audit process in this regard is almost complete and the department is satisfied with the actions taken and the processes and controls in place.

## Internal Audit

The Head of Internal Audit reports to the Director of Finance in Mayo County Council, rather than the usual practice of reporting to the Chief Executive. This function is also outsourced externally in Mayo County Council though will start to transition in 2023 to an in-house Internal Audit function.

## Rented house inspections

In 2020, Mayo County Council had 6,657 private houses, of which over 7% were inspected, with a very high failure rate of nearly 93%. It was noted that this was mainly due to even small infringements causing an overall failure as per the parameters of the department criteria.

## Three bins

The percentage of households with access to a three bin service has risen steadily over the years, reaching almost 77% in 2021. It was highlighted that was partially due to some new bin providers who service areas outside of the main towns in the County.

The Chair invited Mayo County Council to attend the full NOAC meeting for a Stage 2 meeting with the Board, later in 2023.

The minutes of this meeting and the future NOAC meeting will be circulated by the NOAC Executive to Mayo County. Once approved, these, along with the Stage 2 minutes and any presentations will be published on the NOAC website.





# Stage 2 meeting

## Final Minutes of the National Oversight and Audit Commission (NOAC) Meeting with Mayo County Council

Date:	Wednesday 17th May 2023 at 10:30 a.m. Stage 2 Scrutiny Meeting	
Venue:	WebEx online meeting	
Attended by:	<p><b>Chair</b></p> <ul style="list-style-type: none"> <li>■ Brian Cawley (alternate chair)</li> </ul> <p><b>Members</b></p> <ul style="list-style-type: none"> <li>■ Noel Harrington</li> <li>■ Fiona Quinn</li> <li>■ Declan Breathnach</li> </ul> <p><b>Apologies</b></p> <ul style="list-style-type: none"> <li>■ Michael McCarthy</li> <li>■ Margaret Lane</li> <li>■ Ciarán Hayes</li> <li>■ Niall Quinn</li> <li>■ Kathleen Holohan</li> </ul> <p><b>Secretariat</b></p> <ul style="list-style-type: none"> <li>■ Claire Gavin</li> <li>■ Alan McDermott</li> <li>■ John Goldrick</li> </ul>	<p><b>By Invite:</b></p> <ul style="list-style-type: none"> <li>■ Kevin Kelly, Chief Executive</li> <li>■ Catherine McConnell, Director of Services for Planning, Human Resources, Communications &amp; Corporate Affairs</li> <li>■ Joanne Grehan, Director of Services for Enterprise, Community and Economic Development, Tourism</li> <li>■ Tom Gilligan, Director of Services for Housing, Roads, Architectural Services and Services Development</li> <li>■ John Condon, Director of Services for Water Services, Environment, Climate Change &amp; Agriculture, Emergency Services and Elections</li> <li>■ Peter Duggan, Director of Finance</li> </ul>

### Meeting with Mayo County Council

NOAC’s profile for Mayo County Council was issued in advance of the meeting. The NOAC alternate Chair welcomed the officials from the Council and invited the Chief Executive (CE) to give an overview of his local authority and the issues facing it. The CE gave a detailed presentation and the following matters were raised in questions by the various board members and discussed in detail:

## Overview

It was outlined that whereas historically Mayo reported to just one parent department, that situation has changed and it now reports to numerous departments. This is on account of the expansion in the breadth of responsibilities of local authorities nationally.

An issue facing Mayo County Council, as with all local authorities, is staffing. It was noted that there were 120 appointments made in 2022, which represents a very high rate of recruitment given a staff complement of 1,026 FTE. This has largely occurred due to retirements and the creation of additional posts. Mayo highlighted that there is a related issue with the approval of posts, whether contract or part funded and that it continues to be extremely challenging trying to recruit staff on contract posts.

## Finance

There has been an increase in capital expenditure over the last number of years. The Council's figures and trends in revenue and expenditure are largely positive, with an increase in revenue collections. However, Mayo highlighted issues around the baseline figure of the Local Property Tax (LPT) which remains unchanged since 2014. Mayo noted that the LPT Baseline review currently underway needs to create an increase in baseline funding for the county, with its current baseline funding reliant on equalisation funding. The LPT had been viewed in the wider community as a source of additional funding, but in reality, it replaced other sources of funding which were removed. The LPT is the major source of funding for the Council, after funding from central government.

Mayo noted that commercial rates were increased in the years prior to Covid and during the Covid period a scheme was initiated to reduce the impact on small rate payers but difficulties are being experienced by those businesses which are now re-opening. Within the financial sphere, there has also been an increase in pressure from pension costs in the Council, due to a high level of staff retirements over a number of years.

## Housing

Housing is an absolute priority for the Council and it highlighted how 2023 is more challenging than 2022. In particular, it requires additional land for housing construction and have put further proposals forward in this area but also cited the importance of delivery by AHBs. Additionally, it noted that there is very little private housing construction underway in Mayo. Mayo also recognised that there are many government housing initiatives, which is positive, though this creates additional administrative duties for the local authority. In addition to this, the implementation of the defective concrete block grant scheme is ongoing, as is the accommodation drive for an increasing population, particularly for citizens from Ukraine.

## Planning

A high rate of planning applications has been granted, with a low rate of appeal. Additionally, e-planning was rolled out before the end of 2022 which Mayo found to be beneficial.

## Rural Regeneration

The setting up of the Rural Regeneration and Development Fund has been greatly welcomed due to the increased funding which it has brought with it. It has, however, created issues with the necessity to provide match funding for schemes which is a growing challenge over time as projects increase across a number of schemes.

A current concern is a lack of contractors and consultants, which creates time delays in the system. Additionally, there has been a significant increase in work programmes, with concerns surrounding construction cost inflation.

## Management and maintenance of stock

This is often an area whose importance is overshadowed by other schemes. However, all Council properties, including Council buildings, require upkeep. Some works, such as the replacing of windows in Council offices have not been undertaken on cost grounds as this would then lead to a cut in service delivery for other areas, which the Council is not willing to do.

## County geography

The County is large, predominantly rural, with a dispersed population, including three inhabited islands, resulting in services being more challenging and costly to supply. Additionally, the Council noted other additional costs which includes tackling the challenge of coastal erosion and development of piers and harbours. Mayo believes that its Council has a stronger municipal district structure than many local authorities.

The EU has designated Mayo as a region in transition, with the Council viewing this as indicating that the region is falling behind in terms of development and even being in regression. It sees positive discrimination for the Western region as essential if balanced regional development is to be attained.

## Roads

The local roads network is very significant within the County. The Council noted that Special Areas of Conservation (SACs) and Natural Heritage Areas (NHAs) create a situation of increased cost, risks and delays when it comes to some infrastructure projects given the extent of environmental designations in the county.

## Future opportunities

The Council highlighted that tourism continues to be an area of great importance to the County for the future, as will renewable energy. In particular, it highlighted its focus on onshore wind energy. Mayo noted that there are planning applications under consideration for two hydrogen energy plants.

Knock airport has also been a boon for tourism to Mayo, in addition to having the only Strategic Development Zone (SDZ) located outside of Dublin, which is considered to have significant potential.

## Financial base

The Council noted that it is more likely that agreement can be achieved from Council members for efforts to enhance the financial base of the local authority if elected members can see additional delivery from the Council, as opposed to seeking additional revenue to remain in a static position. Though the LPT in 2023 has been increased by 10% when compared to 2022, this has resulted in a smaller income in 2023 due to changes made within those LPT tax bands.

## Public lighting

The local authority is a lead for the North West region under this heading. Mayo stated that a tender will be issued to bring approximately 45,000 lights over to energy efficient LED lanterns, which will, in turn, assist in reducing emissions in the region by 55%, representing a major contribution towards its 2030 emissions reductions.

## Rent collections

Mayo recognised that such collections have always represented a challenge. Though the County is below the national average on this metric, it is renewing its focus on this area and is closing the gap on the national average collection figures. 2021 witnessed a dip in its collection rates, which is viewed as a delayed reaction to Covid. However, 2022 saw a 2% increase on the 2021 collection rates. The Council will keep ensuring that it increases its collection rates. This involves meeting with individuals to work out payment plans.

Mayo also noted that if it was possible to have rent deducted at source from the Department of Social Protection that would greatly alleviate this issue though they recognised that such a change may require legislative measures.

## Rates

Covid also severely affected collection rates and the Council noted that it only has one large rate payer with the majority of rate payers being smaller businesses employing a few people. Though businesses have re-opened since Covid, many are struggling. For those smaller businesses, the financial supports from that era are no longer in place and there are the inflationary pressures to contend with.

## Housing Loans

It terms of housing loans collection rates, Mayo have gradually improved and they noted that those collections were not greatly affected by Covid.

## Region in transition

Mayo noted that it has received a lot of funding which includes the opening of the new N5 motorway. However, this type of infrastructural improvement needs to be expanded and the Council noted with disappointment that much needed and advanced projects like the N17 were not progressing as expected.

Mayo has close proximity to Galway and several multi-national companies which are content to be in this area. While it is positive that the IDA constructed a purpose-built, advance building solution in Castlebar Business and Technology Park, this was something which took a long time to see to fruition. While another such facility is planned, it was noted that the delivery of same has been underway for a long period of time.

## Local Enterprise Office (LEO)

The LEO office in Mayo has performed well over the last number of years and a strong relationship exists with Enterprise Ireland. There had been significant job creation which was impacted by the adverse economic circumstances, when businesses were unsure about the economy and were dealing with increased costs, etc. In particular, there was substantial government support during the Covid period, but that has now been withdrawn. However, the Council noted that the profile of the Mayo LEO is very strong, with it being promoted during Local Enterprise Week and on other occasions.

The Council also noted that LEOs are undertaking a pilot of supporting businesses with over ten employees. Additionally, 2022 saw a minor improvement over 2021 in terms of numbers of jobs created with assistance from the Local Enterprise Office. However, its client base has been reduced, due to several reasons such as some businesses graduating to Enterprise Ireland some clients going out of business, etc.

## Governance

Mayo County Council outlined changes to its governance structures in recent times, on foot of reported financial issues that had arisen. In particular, the Council has met every month with the Department of Rural and Community Development (DRCD) with its final governance meeting taking place in March 2023.

Mayo also met with its audit committee and a number of control measures have been instigated by the Council. These include having claims counter signed by a Director of Service, creating a full procedures manual for DRCD schemes, and putting a full evaluation matrix together. The evaluation matrix in question is used to evaluate all new projects. Weekly financial meetings are held with quarterly reports being compiled in regard to Capital Projects. Additionally, this aforementioned procedure document is a live document which is readily available and accessible to all staff online.

The Council has been through a significant audit review process and now has reverted back to a regular audit status. In terms of the schemes that were under question, they have been completed and any shortfalls were made up by the Council.

## Housing vacancies

The vacancy rate in Mayo was 3.95% at the end of 2021 but the Council noted that this is now at 2.28% and that there is a concerted effort in Mayo to bring down these figures. It highlighted that at one point in Ballina during 2022, there were no vacant properties. In terms of improving those figures, one measure implemented was the speeding up of re-tenanting of units. However, an issue still exists with the lack of contractors, with only two contractors, at present, that are engaged in this work in Mayo. In addition, some of the Council's stock is impacted by defective concrete blocks, which affects its vacancies levels. On this, the Council is engaging with the Department on the current scheme to address this situation, as the scheme currently only relates to private housing.

## Service Level Agreements & Leisure centres

The Council has a number of leisure centres, with a number of different reporting arrangements in place. The Council highlighted, as an example, Lough Lannagh leisure centre which is a hybrid model between the private sector and local authority. Mayo noted that such services are expensive to run and incur a loss. The Council advised that it had considered running all of the centres in the same manner but the implementation of a revised approach is complicated.

## Conclusion

The Chair thanked the local authority officials for their attendance at the meeting and outlined that the minutes will be published on the NOAC website at a future date.

The meeting was brought to a close.

# 4

## Stage 2 Presentation

Overview  
Presentation  
Mayo  
County  
Council

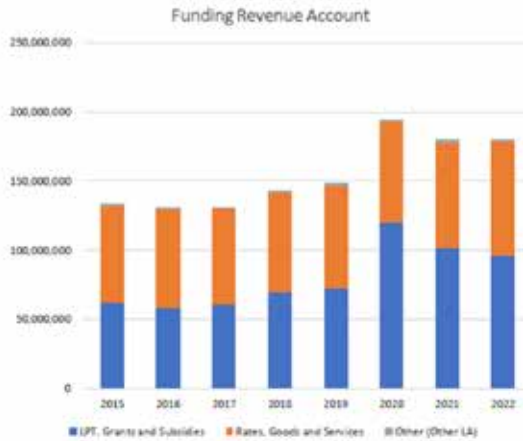
- Finance
- Housing
- Architects
- Roads
- Planning
- Environment / Climate Change
- Corporate and Communications
- Tourism Development
- Local Enterprise Office
- Marine Section
- Community and Integrated Development
- Library Service
- Municipal Districts

### Expenditure (Excl Transfers to/from Capital)



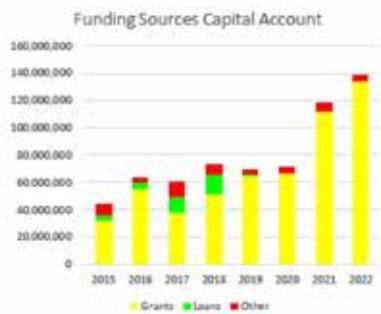
Year	Revenue €	Capital €	TOTAL
2015	133,372,676	49,135,731	182,508,408
2016	131,955,661	69,469,695	201,425,356
2017	132,030,928	60,781,250	192,812,178
2018	140,710,953	63,058,794	203,769,738
2019	146,692,645	71,154,690	217,847,335
2020	164,978,142	75,472,116	260,450,258
2021	171,635,503	120,958,498	292,594,001
2022	172,142,760	149,467,039	321,609,799

## Funding - Revenue Account



Year	IPT, Grants and Subsidies	Rates, Goods & Services	Other	TOTAL
2015	61,962,703	70,685,102	1,152,433	133,800,238
2016	58,849,174	70,321,325	1,245,645	130,416,144
2017	61,685,977	68,162,101	1,270,276	131,118,354
2018	69,954,645	71,768,496	1,054,734	142,778,875
2019	73,303,753	73,615,944	1,038,483	147,958,180
2020	120,353,061	72,687,007	1,001,877	194,041,945
2021	102,270,186	75,454,654	1,231,894	178,956,734
2022	96,652,983	81,541,939	1,676,912	179,871,835

## Funding - Capital Account



Year	Grants	Loans	Other	TOTAL
2015	32,943,783	3,700,000	7,572,452	44,216,234
2016	55,816,661	4,485,000	2,923,578	63,225,239
2017	38,189,175	11,392,010	10,072,903	59,654,088
2018	51,891,180	15,000,000	6,333,084	73,224,264
2019	65,066,768	1,000,000	3,732,702	69,799,470
2020	66,985,169	0	4,302,113	71,287,282
2021	112,102,625	0	5,565,623	117,668,248
2022	133,846,115	0	4,351,988	138,198,103

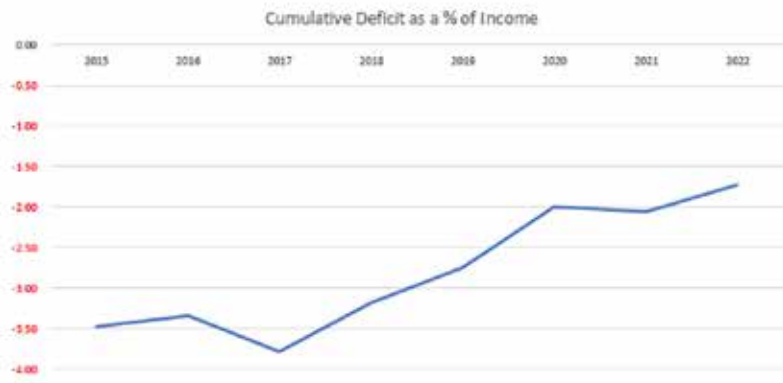
## M1 Revenue Account Cumulative Surplus/Deficit

	2015	2016	2017	2018	2019	2020	2021	2022
Mayo	-4,656,194	-4,351,379	-4,950,835	-4,533,847	-4,045,876	-3,871,794	-3,587,441	-3,087,880



## M1(f) Cumulative Surplus/(Deficit) as a % of Total Income

	2015	2016	2017	2018	2019	2020	2021	2022
Mayo	-3.48	-3.34	-3.78	-3.18	-2.75	-2.00	-2.06	-1.72





## M1(f) Revenue Expenditure per Capita

	2015	2016	2017	2018	2019	2020	2021	2022
Mayo	975.97	962.88	967.38	1,044.98	1,092.79	1,395.76	1,283.25	1,226.09



## M4(a) Total CMC Costs as a % of Revenue Expenditure

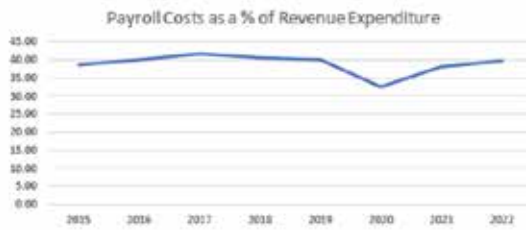
	2015	2016	2017	2018	2019	2020	2021	2022
Mayo %	10.53	10.62	11.69	10.76	11.19	10.12	11.34	12.43



## M1(f) Revenue Expenditure per Capita

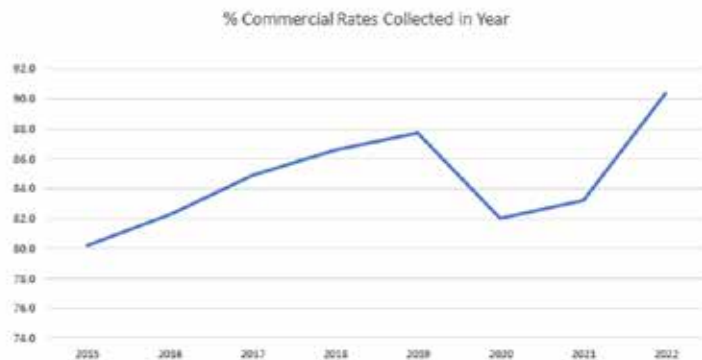
	2015	2016	2017	2018	2019	2020	2021	2022
Mayo %	32.42	40.01	41.74	40.55	39.94	37.48	38.18	38.62

	2015	2016	2017	2018	2019	2020	2021	2022
FAGP	0.78	0.88	0.88	0.76	0.77	0.43	0.72	0.62
CABO	0.00	0.00	0.00	0.06	0.13	0.36	0.17	0.14
Other Funded	14.06	14.01	13.84	13.48	13.12	10.14	11.33	12.34
Funded Payroll (Grants/Other M1)	14.06	14.09	14.72	14.33	14.07	10.93	12.22	13.36
Own Resources Funded %	23.62	25.34	27.02	26.22	25.87	21.35	23.96	26.28
TOTAL % Rev Exp	32.42	40.05	41.74	40.55	39.94	37.48	38.18	38.62



## M2(a) % Commercial Rates Collected in Year

	2015	2016	2017	2018	2019	2020	2021	2022
Mayo %	80.2	82.3	84.9	86.6	87.7	82.0	83.2	90.4



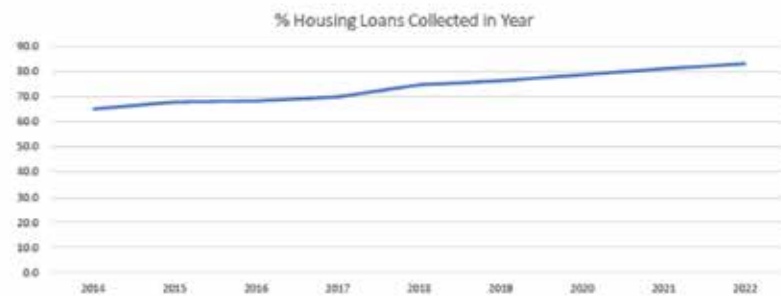
## M2(b) % Rents & Annuities Collected in Year

	2014	2015	2016	2017	2018	2019	2020	2021	2022
Mayo %	83.0	84.5	84.8	86.1	86.5	88.0	87.0	85.9	87.9



## M2(c) % Housing Loans Collected in Year

	2014	2015	2016	2017	2018	2019	2020	2021	2022
Mayo %	65.0	67.8	68.3	70.1	75.0	76.6	79.0	81.4	83.1



## R3 % Motor Tax transactions performed online

	2014	2015	2016	2017	2018	2019	2020	2021	2022
Mayo %	46.26	52.37	60.2	63.24	66.9	67.74	80.82	85.04	79.75



### C4a Overall cost of ICT per WTE

### C4b Total ICT Costs as a % of Revenue Expenditure

	2014	2015	2016	2017	2018	2019	2020	2021	2022
Mayo €	2,648.3	2,424.88	2,676.9	2,511.1	2,814.1	2,935.0	3,791.6	3,467.6	3,602.6

	2014	2015	2016	2017	2018	2019	2020	2021	2022
Mayo %								2.12	2.20



# HOUSING

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### Social Housing Targets Housing

'Housing for All' 2022-2026 Social Housing targets were set at 730 units for Mayo. However, under the Councils Housing for All Action Plan, we plan to exceed this target. The target for 2022 was 90 units, 91 units were provided. The 2023 target is 151 units and projects are underway to meet this target.

2022/2023 (ongoing projects and current)	Refins Fort Ballina – 50 units Lios na Cior Carlebar – 22 units Knock – 30 units Newport – 24 Golf Course Road Westport – 50 units
2024	Kiltimagh – 21 Westport – 50 Mulranny – 16 Ballyvary – 12

• Social Housing builds currently in the Delivery Process

The Breen, Crossmolina Project completed(2022)

## HAP and RAS Schemes

- RAS & HAP (Housing Assistance Payment) – total of 1,981 active households supported by Rental Accommodation Scheme / Housing Assistance Payment Scheme.
- Croi Conaithe Scheme
- 2022 - 282 Expressions of Interest were received under the Croi Conaithe Scheme with 41 applications.
- 2023 – 94 applications received and 38 approved to date.
- Buy & Renew Schemes – 2022/2023 64 active applications
- Repair & Leasing Scheme – 36 applications for 83 units active
- Defective Concrete Block
  - To date: -
  - 307 Stage 1 Confirmation of Eligibility Applications received
  - 284 Stage 1 Confirmation of Eligibility have been issued
  - 64 Stage 2 Grant approval applications received and 64 approved to date
  - 66 Stage 3 Grant stage payments have been made.
- Dereliction
- 258 sites on Derelict Sites Register reviewed and the Housing Section are following up with property owners outlining the various schemes available to enable the properties to be brought back into use. Mayo County Council are purchasing derelict sites and currently have plans for the provision of over 200 units in over 13 derelict sites. At present 4 sites are going through CPO process with a further 4 in progress.



### Housing /Land Acquisitions

- Mayo County Council, as part of its provision of social housing, can purchase suitable properties when offered for sale.
- Mayo County Council have introduced an Expression of Interest form where property and land owners can upload basic detail on their property if they wish to have this property considered for purchase by Mayo County Council.

### Affordable Housing

- Within Housing For All there was no target for Affordable Housing for Mayo as the County did not meet the 5% Affordability constraint however, Mayo County Council conducted an Affordability exercise for Westport through KPMG/Future Analytics. A successful application was made to the Department and we currently have approval for 13 houses in Westport. We are looking at a number of options for separate applications for affordable housing for Castlebar and Ballina.

### Refugees

- We currently have nearly 3,500 Ukrainian refugees in the County and 825 International Protection asylum seekers.



**ARCHITECTS**  
The construction of important Civic Projects were also progressed on site such as: -  
The Mary Robinson Centre  
The Outdoor Regional Training Centre  
Crossmolina Fire Station



The Mary Robinson Centre



Crossmolina Fire Station



Castlebar URDF



# ROADS



Allocation of €65,300,929 received from Transport Infrastructure Ireland for National Roads for 2023.

Allocation of €37,244,840 received from Department of Transport for Regional and Local Roads for 2023.

**National Roads Projects**  
NS Westport to Turlough Road Project  
25.5km length of route made up of 20.3km type 2 dual carriageway and 5.2km of single carriageway.  
Opened to the public end of April 2023.



**Re-alignment of the N26 Cloongullane**  
 The project, managed by the Mayo National Roads Office, included the realignment of 1.8 kms. of the N26 national primary road between Swinford and Foxford. The new bridge over the environmentally sensitive River Moy replaces a former stone arch bridge.

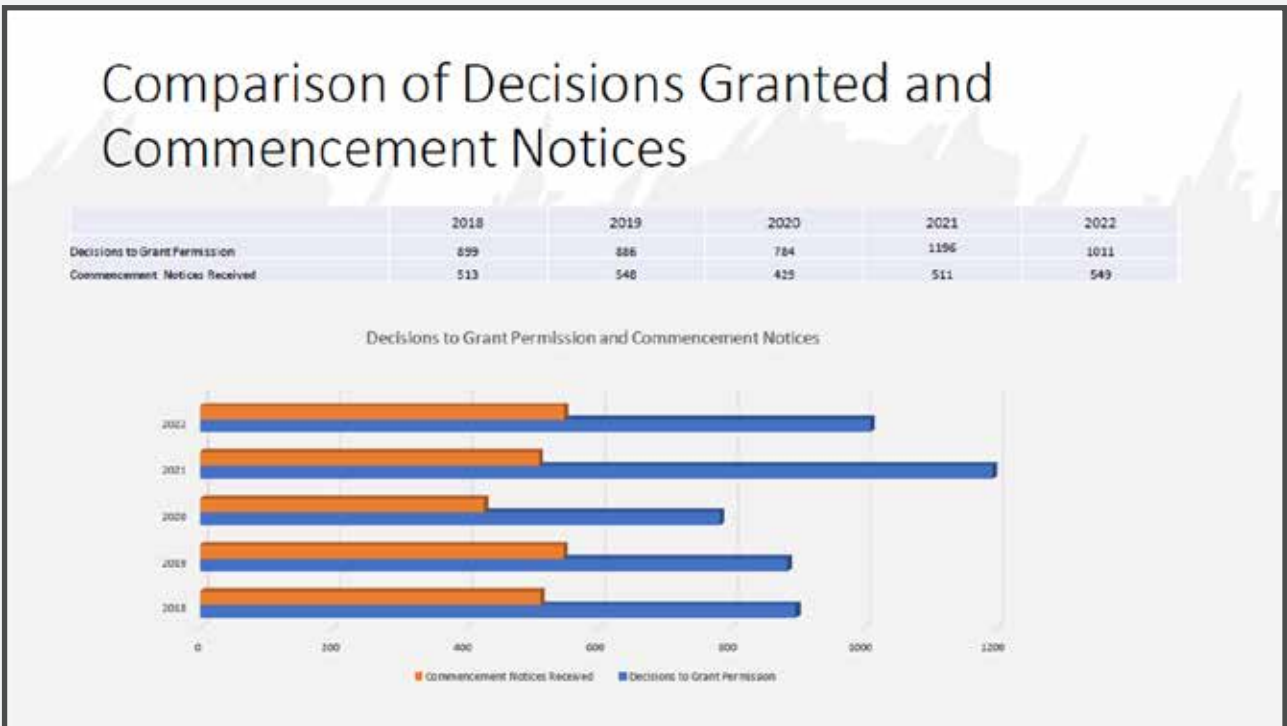
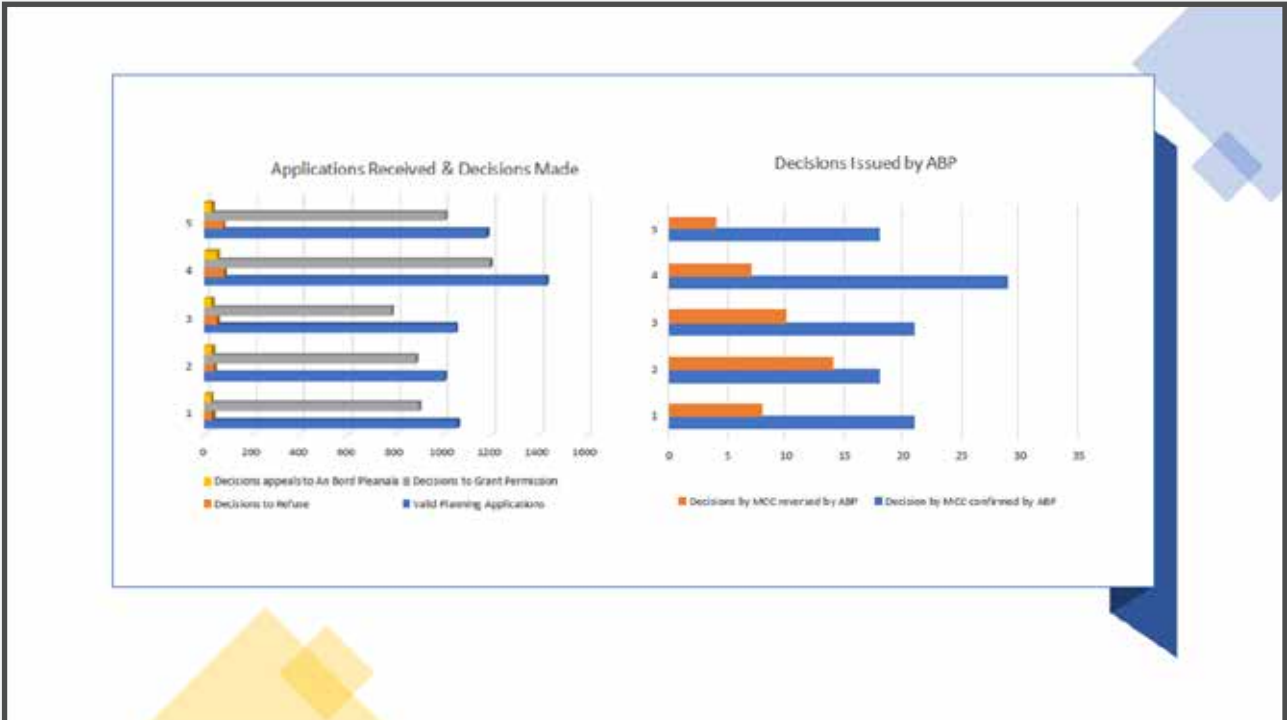


**N17 / Lisduff Junction Upgrade**

This road safety improvement scheme was necessary as the existing N17/R320 junction and immediate vicinity have been the scene of many collisions, some fatal, in recent years and has been identified as a high collision location by Transport Infrastructure Ireland. The Project comprises of an upgrade of the existing at-grade junction of the N17 National Road with the R320 Regional Road to a compact grade separated junction

# Planning

	2018	2019	2020	2021	2022
Valid Planning Applications	1062	1007	1055	1433	1184
Decisions to Refuse	37	43	55	84	79
Decisions to Grant Permission	899	886	784	1196	1011
Decisions appeals to An Bord Pleanala	30	35	34	55	35
Decision by MCC confirmed by ABP	21	18	21	29	18
Decisions by MCC reversed by ABP	8	14	10	7	4



# Planning Enforcement

Mayo County Council is the planning enforcement authority for the administrative area of County Mayo.

The main function is to investigate written complaints, received in relation to alleged unauthorised developments, in accordance with the Planning and Development Act 2000 (as amended).

A summary of activity for the Planning Enforcement Section is shown below.

**Planning Enforcement Activity from 2017 to 2022**

Description of Activity	2018	2019	2020	2021	2022
Number of new complaints	131	129	151	210	150
Number of complaints resolved	83	52	89	72	70
Number of complaints dismissed	22	23	29	29	31
Number of Warning Letters issued	89	77	99	134	109
Number of Enforcement Notices issued	20	5	18	16	10
Number of files with County Council Solicitor	40	47	51	50	56
Number of prosecutions	0	0	1	0	0



## E-Planning Applications Received

- 1<sup>st</sup> November 2022 to 11<sup>th</sup> May 2023

	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	MAY-23 (11th)
Apps Received :	1	10	21	15	54	48	17

## Environment / Climate Change

- Preparation and adoption of Climate Action Plan By February 2024. (This will be supported by Atlantic Seaboard North CARO for all Local authorities in the region.)
- Energy Efficiency / Reduction including delivery of Pathfinder Projects.
- Retain and increase number of 12 Blue Flag beaches.
- Maintain high quality of natural waters.
- Oversee delivery of €5m Lough Carra Life Project with community and partners.
- Participate in adoption and implementation of National Waste Management Plan.. (coordinated by Connacht Ulster Waste Management)

### Water Services

- Implement transition of Public Water Services to Uisce Eireann.
- Continued delivery of Rural Water Program.
- Support establishment of Rural Water Shared Service.

2022 First Aid  
Examinations –  
Lecanvey Community  
Centre

2022 Open Water  
Fitness Test –  
Lecanvey Pier



## 2022 First Aid Examinations – Belmullet Tidal Pool

## New hut on-site at Mulranny Beach



## Corporate and Communications

### Corporate Development

As a public body we are subject to the provisions of the Freedom of Information Act 2014 which allows for the right to request access to records. The Freedom of Information unit within our Corporate Development department deals with requests for records held by Mayo County Council from members of the public, journalists and organisations. We are working to strengthen this area incorporating our obligations around Ombudsman queries and subject access requests. Figures outlined below indicate queries YTD

- FOI requests this year to date - 53
- 14 Ombudsman queries opened in 2023 - 7 closed to date
- 2 Subject access requests

### Corporate Plan 2024-2029

The Corporate plan of this Authority is a key part of our delivering on our commitment to Mayo. Work will get underway in Q3 of 2023 to start preparations for our Corporate plan 2024 –2029 . In it we will set out our mission as the democratic body representing the people of Mayo, what we want to deliver over the next five years, and how we are going to meet our commitments to communities. This Plan also sets out what we will work to achieve and how we will measure our efforts so that the people of Mayo will see that we deliver effectively on our commitments to them.

# Human Resources

- A significant feature of 2022 was staff movement. This is reflected in the data, with 120 appointments (including 62 promotions), 35 resignations, 39 retirements and 42 end of contract.
- There are a number of key factors driving this
- A highly competitive labour market with demand for personnel across the public and private sectors
- Technical positions in particular, are becoming increasingly difficult to fill- possible consequence in reduction in number of construction graduates during recession.
- An increase in the number of new, often temporary positions funded by central government has resulted in a high level of inter-county movement.
- There are a high number of vacancies due to retirements reflecting the average age profile of staff in the organisation- the staffing moratorium of the past decade has resulted in challenges for succession planning and retention of corporate knowledge

Category		Total Staff No	Total FTE
C/A	Clerical/Admin	383	360
F/F	Fulltime Fire Fighters	1	1
Man	Managerial	6	6
Od	Outdoor	426	412
P/T	Professionals/Technical	217	214
<b>Total Permanent</b>		1,033	993
Temp	Contract Posts	32	27
Seasonal	Temporary/Seasonal	7	6
<b>Total Temp</b>		39	33
<b>Total Overall</b>		1,072	1,026



# Human Resources

Year	WTE	Certified sick %	Uncertified Sick %
2020	980.64	3.4	0.15
2021	1025	2.71	0.12
2022	1026	4.22	0.26

### Sick Leave

2022 also saw an increase in levels of sick leave compared to 2021. It is noted however 2021 was significantly lower than previous years.



## Human Resources

### Work Life Balance and Blended working

Blended working was introduced in Q3 2022 is now a part of our flexible working policies with flexible options to combine office and home/hub working. There are currently 350 clerical, administrative, professional and technical staff throughout the organisation availing of Blended Working up to two days per week (or pro rata for job shares) with significant benefits both in terms of time spent commuting and carbon saving. We also offer a wide range of flexible working and leave options which are available to all employees, including carer's leave, career breaks, paid maternity and adoptive leave, paid paternity leave, parent's leave, parental leave, shorter working year schemes, work-sharing. Recent Gender gap analysis reflects progress in relation to gender balance in more senior roles in the organisation.

### Learning and development

We are committed to providing ongoing learning and development opportunities so that all employees can develop to their full potential. Employees are actively encouraged to pursue education opportunities through our Further Education Scheme, with study and examination leave also available

Learning and Development have been a major focus for Mayo County Council in 2022 particularly with the reinvigoration of PMDS. 1029 staff availed of 115 courses over the year, 56% of which were officers and 44% non-officers.

We are now focusing on developing the management capacity of middle grades to build confidence and boost capacity, particularly with the challenges to succession planning posed by the lack of recruitment during the moratorium years.

## LAMA Awards – Local Authority Members announce Mayo as Council of the year



- Mayo County Council was delighted to be named as **Council of the Year** at the Local Authority Members Association (LAMA) Community and Council Awards which took place on Saturday, April 15<sup>th</sup> in Hotel Minella, Tipperary.
- These awards recognise and celebrate community and councils working together. They provide a great opportunity to highlight and celebrate the work done within our communities, to reward our unsung heroes and recognise the phenomenal contribution they've made to our lives.



## Mayo Day

- The ninth annual Mayo Day took place on Saturday, April 29<sup>th</sup> with its flagship event taking place for the first time on the banks of the Moy in Ballina, to coincide with Ballina 2023 – a year long celebration of the 300<sup>th</sup> birthday of the town.
- The flagship event saw thousands of people enjoy the day and celebrate all things Mayo with the best in arts, crafts, food, music sport, the Irish language and more.
- Some of the most creative and innovative craft producers from Mayo showcased their products to the public while a stellar line-up of local chefs, food and drink producers gave talks along with exhibition space for artisan local food and beverage producers to expose their products.



Comhairle Contae Mhaigh Eo  
Mayo County Council

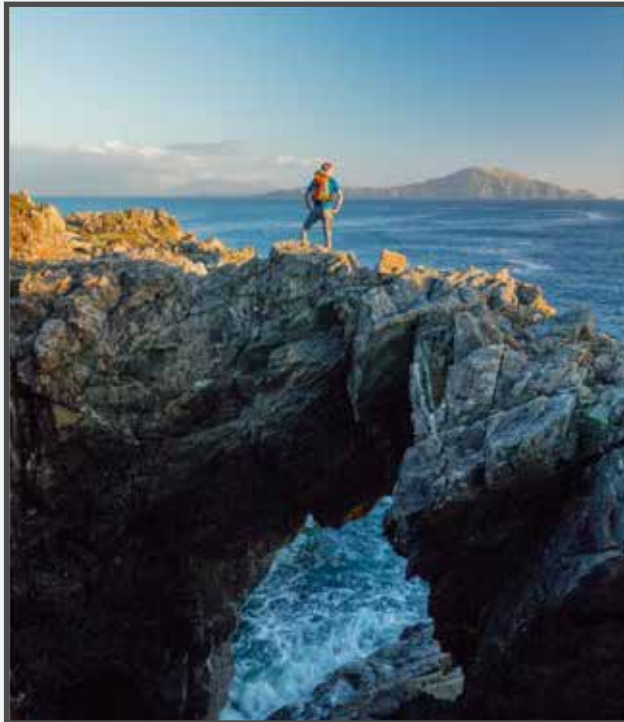


### Tourism Development

#### Tourism Capital Programme 2022

20 Projects Completed as part of the following Schemes:  
ORIS, LEADER, TII & Healthy Ireland / Slaintecare





## Destination Mayo - Statement of Strategy & Work Programme 2022 - 2024

### VISION:

To develop Mayo as a high quality, inclusive and sustainable destination, coupling authenticity with world-class activities, exceptional heritage & cultural attractions & high quality experiences attractive to domestic and international visitors alike.

### 4 Pillars of Strategy:

- Product Development
- Collaboration
- Industry Supports
- Marketing

### Examples of Projects:



### Clew Bay Trail

#### New 5km Section (Achill Sound – Cashel)

Greenway Comprises of the various path types to include:

- 1.5km of Segregated Path
- 3km of off-road path
- 500 metres of Boardwalk

Funding Source: ORIS, TII & Mayo County Council





### Bangor Trail Improvements

Funding Source: ORIS, National Parks & Wildlife Service & Mayo County Council



### Monasteries Trail - New 1.4km Trail

Link to Belleek Woods, Ballina  
Funding Source: ORIS & Mayo County Council





 Comhairle Contae Mhaigh Eo  
Mayo County Council

## New Coastal Loop Walk

Pullathomas – North Mayo  
New 3km Coastal Trail  
Funding Source: ORIS & Mayo County Council



 Comhairle Contae Mhaigh Eo  
Mayo County Council

## Mayfield Lake – Claremorris

New 3km Biodiversity Trail & Fishing Access Points  
Funding Source: LEADER, Clare Lake Development, Mayo County Council & Inland Fisheries Ireland



## Disability Awareness Funding Scheme

Provision of Beach Matting & 5 Hippocampe Beach and All-Terrain Chairs as they are versatile and are suited to varying terrain.

### Beach Locations:

- Carrownisky
- Old Head
- Doogort
- Keel x2

Improvements to ramp access at Carrowmore



## Promotion & Marketing

- RTE Nationwide
- Both Mayo County Council & Fáilte Ireland were involved in a joint promotion and marketing initiative for the Clew Bay Bike Trail. This involved the production and airing of various visitor experiences on the Trail to include the areas of Louisburgh, Westport, Newport, Mulranny, Achill & Clare Island. A dedicated programme was broadcast on Mid-West Radio on the 28<sup>th</sup> and 29<sup>th</sup> July 2022 and associated social media platforms were also utilised. The combined reach between the broadcast and social media was in excess of 120,000
- The Tourism Office hosted a media fam trip for travel journalists associated with an International Publication "Ireland of the Welcomes", this took place from the 19<sup>th</sup> - 21<sup>st</sup> August and it involved an Island-hopping experience around Clew Bay.
- A delegation travelled to the Milwaukee Irish Fest in Chicago. The trade show event took place on the 18<sup>th</sup> - 21<sup>st</sup> August 2022
- Filming on the Great Western Greenway for Neven Maguire's new RTÉ TV series 'Neven's Irish Greenways' took place on the 13 and 14<sup>th</sup> September. The broadcast will feature on RTE television in January / February 2023
- Attracted lots of National & International Publicity on the back of production of the "Banshees of Inisherin" & "My Sailor, My Love"



## Clew Bay Bike Trail – Neven Maguire




### 2022 Highlights

Achill Island was home to the production of two high end, multi-award winning films to include "Banshees of Inisherin" & "My Sailor, My Love"

Economic value during production was worth close to €2.6 million to the local economy.



 Comhairle Contae Mhaigh Eo  
Mayo County Council

## Looking Forward – 2023

**Work Programme:**

- Ongoing implementation of the Tourism Statement of Strategy.
- Continue to advance Projects under the Tourism Capital Programme.
- Delivery of the Outdoor Recreation Infrastructure Schemes to the value of €730k.
- Continue to raise the profile of County Mayo as a Premiere Tourism Destination in association with Tourism Industry Partners, Agencies and local Destination Marketing Groups throughout the County and to position Mayo as a must see, must visit destination.

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## Local Enterprise Office

€499,557.30 Capital grants approved for client businesses. 35 clients approved Measure 1 funding:

- 2 Feasibility Study Grants
- 7 Priming Grants
- 10 Business Expansion Grants
- 16 Technical Assistance for Micro Exporters Grants
- Number of training participants: 835
- Number of mentoring participants: 318
- Trading Online Vouchers approved: 55
- Lean for Micro: 7
- Green for Micro: 6
- Digital Start: 3
- Microfinance Ireland applications: 7

**LocalEnterprise.ie**  
#MakingItHappen

Pre-Start

Start

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## Local Enterprise Office

### 2022 Key Achievements

- Cubbie, winners at this year's National Enterprise Awards taking home the Innovation Award
- Local Enterprise Week took place in March. Events included an in-person networking breakfast which looked at how businesses can lower operating costs by adopting renewable energy technologies and driving efficiencies in business
- The Mayo Food and Drink Networking and Training Programme came about as a result of the Mayo Food & Drink Strategy 2020-2025 and ran between May 2021 and July 2022.
  - Target number of trainees: 80
  - Number of training places achieved: 259
  - Number of businesses trained: 127

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## Local Enterprise Office

### 2022 Key Achievements cont'd

- As part of the first National Digital Day, LEO Mayo hosted an event 'Digitalisation for small businesses: what is it and how can it increase profitability?' in the iHub, ATU. The event featured experts in the digitalisation space and clients who are on their digital journey
- As part of Mayo Ideas Week 2022 LEO Mayo hosted events on sustainability, export, and flagship event 'Meet Mayo'- a business to business networking event at Ballinrobe Racecourse with 59 businesses and 140 people attending on the day
- LEO Mayo hosted a regional event to celebrate National Women's Enterprise Day on 13th October. The theme of the event was 'Our Future, Our Way' and featured speakers, panellists, and highlighted female entrepreneurs from across the West region



**Pre-Start**



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## Local Enterprise Office

### Looking forward to 2023

- Pilot initiative underway providing support to companies with 10+ employees.
- Continue to drive the Green/Sustainability Agenda
- Promotion of competitiveness and digitalisation amongst businesses
- Support businesses in their export journey
- Encourage businesses to increase innovation capacity



**Pre-Start**



**Start**



**Grow**





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## Local Enterprise Office

**Economic Development 2023**

- Progress is underway with the REISS funded project at Knock Airport / SDZ. Quotes sought for business case and conceptual planning. Working closely with the Airport & the WDC.
- Efforts are ongoing to ready the soon-to-be-completed Innovation Quarter Ballina for occupation by businesses that are creating additional local employment.
- Successful visit of Mayo companies (Cubbie & Monaghan Bros) to Philadelphia. Monaghan Bros in particular are securing significant traction in the US market.
- Plans are underway to host a Trade Delegation from Pennsylvania in September.
- Key strategies for 2023 include Mayo 2040 & Mayo Digital Strategy (both at draft stage).



Pre-Start



Start



Grow





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## MARINE SECTION

A NEW INNOVATIVE UNIT THAT SERVES THE ECONOMIC DEVELOPMENT,  
ENTERPRISE SUPPORT, PLANNING AND MARINE  
STRATEGIC POLICY COMMITTEE

- Delivers under the following headings
  - Strategy Development and Marine Planning
  - Business Development and Local Sectoral Integration
  - Marine Leisure
  - Infrastructural Development and Asset Management
  - Emergency Response and Climate Change





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### STRATEGY AND MARINE PLANNING

- Draft Maritime Strategy being developed in conjunction with SPC Councillors
- In partnership with the DHLGH MCC is developing the Case Study Marine Area Plan.
- A Draft Island Accessibility Study being considered
- Westport Marina Feasibility being developed.
- Offshore Blueway concept being developed integrating the current developed Coastal Greenway
- Ongoing Development of By-Laws at working Piers

### BUSINESS DEVELOPMENT AND SECTORAL INTEGRATION

- Supports the Clew Bay Coordinated Local Aquaculture Management Group
- Partners with a number of Local and International companies and agencies in the development of two Renewable Energy Test Sites - AMETS of Belmullet Head and the RWE Onshore Test Site at Banger
- Participate in the Fishery Local Action Group. Currently being ran under the Brexit Adjustment Blue Economy Fund.
- Participate in the Inshore Fisheries Forum
- Associate Member of the Marine Renewable Industry Association



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### MARINE LEISURE AND NAVIGATION

- Maintains and monitors a large array of offshore and Coastal Navigational Aids in partnership with Irish Lights
- Maintains Visitor Moorings at various offshore locations
- Accommodate the visits of Cruise Ships
- Maintain a range of Slipway and Landing Pontoons
- Particular focus on Paddle based activity

### INFRASTRUCTURE DEVELOPMENT

- We currently have 10 projects which we are at various stages of Design, Consent, Procurement and Construction. 8 funded by DAFM, 1 ORIS project and 1 Heritage project
- We provide Crane and Davit services at 6 Piers supporting Fishing and the Islands
- Overall we maintain 79 separate pieces of infrastructure along the Coast which all require maintenance and attention

### EMERGENCY RESPONSE AND CLIMATE CHANGE

- Draft Mayo County Council: Oil and HNS Spill Contingency Plan (2023) in place
  - Currently in dialogue with Coastguard
  - Beginning to develop structures and role out Training
- Coastal Protection Works
  - Carrying out Drone Surveys on two sensitive sites





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## Community & Integrated Development

Responsible for the implementation of initiatives to support local and community development, citizen participation and social inclusion.

Implementation and oversight of:-

- ▶ LEADER Programme
- ▶ SICAP
- ▶ Community Recognition Fund
- ▶ CLÁR
- ▶ Healthy Ireland and Healthy Communities programmes
- ▶ Community Enhancement Funding

Priorities for 2023 include:

- ▶ Delivery of the Local Economic & Community Plan (LECP) for 2022+
- ▶ 100 LEADER projects to the value of €5.3 million to be completed by end of 2023
- ▶ New Local Development Strategy to be produced in 2023 in preparation for the €180m LEADER Programme 2023-2027
- ▶ Implementation of the SICAP and community funding programmes including planning for programmes post 2023





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## Mayo Arts Service

Mayo County Council Arts Service works with artists, festivals, venues and community groups and impacts on the lives of almost 200,000 people annually through our programme and events/organisations funded by the service.

Priorities for 2023 include:

- ▶ Delivery of programme that are high-quality, participative and engaging arts opportunities for the citizens of Mayo to experience.
- ▶ Continue to support artists at all stages of their careers through advice, information, professional development, bursaries & awards and employment opportunities.
- ▶ Support the network of arts venues and festivals in the county - well-resourced cultural infrastructure supports artists and enables more people to access arts and culture in their locality.
- ▶ Commission new artworks through the Public Art Programme and maximise the use of the Percent for Art Scheme.



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Mayo County Council

## Mayo Sports Partnership





Mayo Sports Partnerships works to increase participation in sport and physical activity among all sectors of the community. The Partnership has three main functions:

- ▶ **Information** - One stop shop for sport in Mayo.
- ▶ **Education** - Provide quality opportunities for training courses for volunteers held locally.
- ▶ **Implementation** - To develop sports policy within the county through a strategic plan for sport in Mayo and select participation programmes to suit local needs.



**2023 Priorities will include:**

- ▶ Progress the development of a Local Sports Plan for the County in collaboration with key stakeholders such as Mayo County Council, Sport Ireland and the Sports Partnership Committee.
- ▶ Programmes will continue to engage those hard to reach groups such as people with a disability, ethnic minorities, travelling community, disadvantaged youth, women / girls and older adults.
- ▶ Continue to deliver quality events such as West of Ireland Women's Mini Marathon, Ladies Only Tri a Triathlon, Bike Week, European Week of Sports, Sports Ability Week, Operation Transformation, Social Inclusion Week, Active Schools Week etc in both a physical and virtual format.



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## Mayo County Childcare Committee

Mayo County Childcare Committee supports the delivery of early and school aged childhood care and education programmes in Mayo.

**2023 will see the -**

- ▶ Imbedding of the Core Funding programme and its follow-on quality action plan to support best practice in terms of care and education in our early years and school aged childcare services.
- ▶ Introduction of next phases of the National Childminding Action Plan towards regulations and registration, funding and supports.
- ▶ Provision of supports and mentoring to Early Years and School Aged Childcare services including sustainability, governance, quality practice and mentoring, partnership with parents.
- ▶ Provision of training and info sessions on Equality & Diversity, Child Safeguarding, Access Inclusion Model info sessions, Túsia compliancy supports, Pobal funding programmes including compliancy supports.
- ▶ Imbedding of the blended supports approach where both face to face and online supports are provided to enable providers to access help and guidance.






## LIBRARY SERVICE


- Almost 400,000 books borrowed in 2022
- 450 musical instruments borrowed
- 1,400 Library book bags distributed to children starting school
- 35 groups funded under *Creative Ireland* and *Decade of Centenaries* grant schemes
- **REBELS IN THE COURTHOUSE** published for Decade of Centenaries
- 27,372 visitors to the JACKIE CLARKE COLLECTION
- Sensory Room opened in Ballina Library
- Sensory CUBBIES opened in Swinford and Belmullet Libraries

### Launch

## Sensory Room, Ballina Library & Sensory Cubbie, Swinford Library



**Pictured at the launch of the Sensory Room in Ballina Library were Cllr. Michael Loftus, Executive Librarian Barbara Varley, Cathaoirleach Mark Duffy, Amanda McGuinness of ASIAM, Cllr. Jarlath Munnelly and Ballina MD's Declan Turnbull.**



**Pictured at the launch of the Sensory Cubbie in Swinford Library were Dara Calleary, TD, Mayo County Council Director of Service Joanne Grehan, Cllr. Gerry Murray, Cllr. John Cribbin, James Campbell, David McIntyre of Cubbie, Cllr. Michael Smyth, County Librarian Austin Vaughan, and Swinford Library's Anne O'Brien.**



# Library Service - Something for Everyone.....

**500 children attended events during Cruinniú na nÓg festival**



**Major Programme of Events for Decade of Centenaries**



# Claremorris Swinford Municipal District 2022 Highlights



Ballinrobe Burial Ground Contract Signing



Official Opening of Martin Neary Woodland Park



## Claremorris Swinford Municipal District 2022 Highlights

- Active Travel Grants in the amount of circa €1.8 million were provided to the Claremorris-Swinford Municipal District.
- The Ballinrobe Urban Greenway commenced and will be progressed over the next number of years, with an amount of circa €225,000 allocated.
- Charlestown Riverwalk also commenced, with an allocation of €176,000 being provided, which will link the outdoor swimming pool to the GAA Pitch. This project is due for completion in 2023.
- A cycle lane was completed at Chapel Lane, Claremorris, costing €439,322, and a cycle lane and footpath at Claremount Rd., Claremorris, at a cost of €668,068.
- An extension of the footpath on the Neale Rd. to Ballinrobe Burial Ground was completed. Also achieved were extensions of the footpath in Kilmaine town to the GAA Pitch for €105,000, and a path in Glencorrib for an amount of €95,000.
- The ORIS Greenway Project was completed at Bellass Rd., Foxford, for circa €300,000.
- Houses were allocated to families and individuals on the Council's waiting list at the newly constructed Housing Developments in Hollymount and Charlestown.
- The Climate Adaption and Resilience works scheme for circa €362,000, allowed for remedial works at more than twenty locations in the Municipal District.
- Bohola CLÁR scheme involved the creation of an orchard of native plants/trees and a sensory garden within the existing community park along with a covered outdoor community space, benches, picnic and barbeque areas.
- Four Community Involvements Schemes were undertaken at Lisloughrey, Abbeyquarter, Aghamore and Midfield at a value of circa €420,000.

## Claremorris Swinford Municipal District Community Projects Completed in 2022

- Cong Rising of the Waters - Town and Village Renewal Scheme
- Bohola Realignment and Landscaping - Additional Outdoor Infrastructure Fund
- Ballinrobe Library Grounds – Rural Regeneration and Development Fund
- Claremorris Square Outdoor Dining and Performance Area - Fáilte Ireland Capital Grant



Cong Rising of the Waters



Road Realignment and Landscaping at Bohola



Ballinrobe Library Grounds



Claremorris Square Canopies

## Claremorris Swinford Municipal District

### Looking forward...

- Ballyhaunis Community Vison (RRDF)
- Swinford Town Centre Car Park and Community Space
- LisLoughrey Car Park

## 2022 Westport Belmullet M.D. Highlights

- Completion of MUGA and Zip Wire – CLÁR project
- Completion of TVRS Paving of the South East Mall in Westport Town
- Completion of Carrowholly Flood Scheme
- Completion of TVRS Inver Village Enhancement Works
- Completion of TVRS Glencastle Village Enhancement Works
- Official unveiling of Youth Art Project run by Westport Community Facilities, artist Steph Troy and Community Development Worker with Mayo County Council Rita McNally
- Completion of Inisturk Playground – CLÁR Project
- Completion of Keel Playground Refurbishment – CLÁR Project
- Design Work commenced on RRDF Cat 1 Westport Community Hub and Library
- Successful Announcement of RRDF Category 1 Project for Newport Public Realm.



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## Paving of the South East Mall in Westport Town

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## New Playground on Inishturk



# CAPITAL WORKS ON MAYO ISLANDS

### **Inishturk Helipad**

DRCD & MCC funded construction of new helipad on Inishturk Island. Undertaken by contractor.

### **Inishnakilwe**

DRCD & MCC funded - raised the level of the access road to Inishnakilwe at the lowest point by 380mm and to continue this level for the full extent of the 130m of road with no side wall. Repaired a section of the existing slab along the side wall that needed to be broken out and reinstated. Undertaken by MCC direct labour.

### **Doran's Point**

DRCD & MCC funded - works to Car Park at Doran's Point access to Inishbiggle. Undertaken by MCC direct labour.

### **Claggan**

DRCD & MCC funded - continuation of works previously completed on the access road through the Causeway to Claggan Island. Undertaken jointly by MCC direct labour & contractor.



## Ballina MD Highlights

Active Travel Works 2022	
Ridgepool Road	€210,000
Belleek Road	€140,000
Bonniconlan	€170,000
Attymas Phase 1	€ 40,000

Clar Projects 2022	
Knockmore GAA	€55,717
Crossmolina Community Council	

## Ballina MD Highlights

<b>Historic Towns Initiative 2022</b>
Belleek Gate Lodge €160,000
<b>Oris 2022</b>
Ballina Quay €27,000
<b>Towns &amp; Villages 2022</b>
Ballycastle Audio Visual Centre €245,853
<b>Outdoor Public Space Scheme</b>
Ballina Outdoor Performance Space €250,000

## Ballina MD Highlights

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Town and Village works in Killala

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Public Consultation regarding the N26 Bypass

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Launch of Ballina 2023

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Ballina Community Clean Up won the 2022 Pride of Place Award

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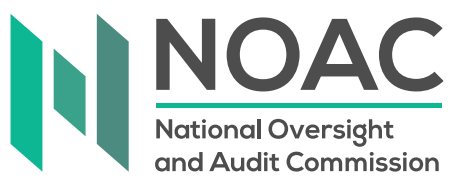
Active travel works in Crossmolina

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Progress on Ballina Flood Relief Scheme

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Adopted Local Biodiversity Action Plan for Ballina



National Oversight and Audit Commission (NOAC)  
An Coimisiún Náisiúnra Maoirseachta & Iniúchoíreachta

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