

# Monaghan County Council

## Annual Service Delivery Plan

### 2017



## Annual Service Delivery Plan 2017

### 1. Introduction

Section 50 of the Local Government Reform Act 2014 (insertion of Section 134A to the Local Government Act 2001) requires the local authority to prepare a new document called an Annual Service Delivery Plan. The Annual Service Delivery Plan translated the objectives of the Corporate Plan into more detailed supporting strategies and strategies for service delivery which link in with annual departmental activities. It takes account of, and is consistent with, Budget 2017, which was adopted by the members on 23<sup>rd</sup> November 2016. The Budget sets out the expenditure that the Council estimates will be necessary to carry out its functions in 2017.

The Annual Service Delivery Plan 2017 identifies the services to be provided and the standards to which they are to be delivered, monitored and evaluated so as to ensure that the objectives for the optimum delivery of services is achieved.

This plan provides a clear focus to enable the elected members and staff of Monaghan County Council to work together to develop and improve the services that we deliver to our citizens.

In preparing this document, the Council takes account of all plans, statements and strategies that set out policies and objectives for all of its functional programmes, and in particular the following:

- Monaghan County Council Corporate Plan 2015-2019
- Service Level Agreement with Irish Water
- Monaghan County Development Plan 2013 - 2019
- LECP – 2016 – 2021
- In addition, a wide range of other local, regional and national plans statements and strategies inform and guide the Council's work, and the provisions of these plans have been taken into account in preparing the 2017 Service Delivery Plan.

### 3. Principal Services

In Budget 2017, Monaghan County Council allocated funding to the Service Divisions outlined below, to deliver services to the public during 2017:

Service Division	Funding Approved €
Housing and Building	7,331,198
Road Transport and Safety	14,984,225
Water Services	6,564,670
Development Management	7,510,425
Environmental Services	6,353,854
Recreation & Amenity	4,482,438
Agriculture, Education, Health & Welfare	496,836
Miscellaneous Services	5,339,188
<b>Total Budget</b>	<b>53,062,834</b>

The following pages set out

- the objectives and priorities for the delivery of each of the above services
- the strategies for achieving those objectives and priorities
- the performance standards intended to be met in the delivery of services,

## **Municipal Districts**

Under the Local Government Reform Act, 2014 three Municipal Districts/Electoral Areas were established by law in June 2014 in County Monaghan. Municipal Districts have responsibility for delivery of a range of services in their local area with a focus on making towns and districts attractive places to live, work and invest.

Each Municipal District prepares a schedule of Municipal District Works for adoption, which sets priorities for works, services or activities to local facilities and amenities within their functional division having regard to centrally allocated budgets. Funding is also allocated through the General Municipal Allocation and other funding opportunities from national government schemes/programmes, EU/Peace/Interreg or initiatives from other bodies.

Municipal Districts provide support on the ground which is critical to the success of many initiatives which drive local communities and economic development. These range from local festivals and events; design of streetscapes and village renewal schemes; support for micro-enterprises and business parks; involvement in energy efficiency projects; promotion of rural broadband; planning for major investments.

Services carried out by each Municipal District generally include the maintenance, improvement and restoration of regional and local roads and footpaths, low cost safety improvement schemes, sweeping and scavenging, public lighting, public conveniences, school warden services, open spaces, parks and play parks. Municipal Districts are also responsible for the making of Traffic and Parking bye laws and the operation of casual traders.

Municipal District's provide assistance in relation to the maintenance and improvement of Council buildings, development of car-parking in town centres, development of recreational facilities and walking and cycling routes. Municipal District meetings are held on a monthly basis and members and officials also meet regularly with community and business groups.

## **Support Services**

All service departments across the Council are supported internally to deliver on work programmes. The relevant support services are provided by the departments of Corporate Affairs & Governance, Finance, Human Resources, and Information Systems. A summary of the objectives and priorities, strategies and performance standards for the support services is also included in this plan.

Some key principles underpin the delivery of quality services to the public. These include customer care, good organisational communications, accessibility, performance management, financial control and data management. Initiatives in these areas are led by the support sections and implemented organisation-wide with the support and cooperation of all sections. All sections also share the common goals of promoting the county and enhancing cross-border cooperation.

## **Performance Assessment**

In assessing performance in the delivery of services, Monaghan County Council operates the 'MonaghanStat' leadership management system across all aspects of its work. Under this system, the leadership teams in all sections hold regular meetings, during which recent performance is analysed using relevant data, previous decisions and commitments. Forthcoming performance objectives are set, and effectiveness of overall performance is assessed. MonaghanStat ensures that the organisation implements strong leadership, and assigns accountability and responsibility at all grades.

In addition, the audit committee and internal audit process provides independent oversight and monitoring of the councils governance and control systems.

## **NOAC**

The establishment of the National Oversight and Audit Commission (NOAC) set up under the Local Government Reform Act 2014 provides further scrutiny of the performance of local government bodies against a range of indicators that the Commission has considered appropriate.

Every year, the sector publishes Performance Indicators to show the level of service provided by each City and County Council. The Local Authority Performance Indicators report provides an overview of the main indicators annually.

In 2017, there are 34 local authority performance indicators. Each indicator is named to have a general idea of what is being measured (full details on the Service Indicators are included in Appendix 1).

## Housing and Building

In its Corporate Plan, Monaghan County Council is committed to seeking to ensure that every household will have access to secure, good quality housing suited to their needs at an affordable price in a sustainable community. The Council's priorities and objectives in this area are outlined below, together with the performance standards to be met.

<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Deliver MCC's Housing Stock Programme 2015 - 2020	Deliver Housing Capital Programme for 2017	NOAC H1 Social Housing Stock
Manage Housing Support	Support the delivery of Homeless Programme 2014 – 2017	NOAC H6; No. of long-term homeless adults Number of homeless presentations minimised
	Support the delivery of Traveller Programme 2014 – 2018	Better quality homes provided to Travellers
	Implement HAP	180 units for 2017
	Upgrade Housing processes to improve efficiency where appropriate	NOAC H2 Housing Voids NOAC H3 Average re-letting time and cost Efficient re-letting of houses maintained within time and cost limits
	Deliver RAS Programme and review overall operation of RAS using Laserfiche system	Increased Social Housing support to persons on Council waiting lists
Improve estate management procedures and quality of estates	Review Private Rented inspection process and specifically enforcement procedures	NOAC H5 Private rented sector inspections
	Implement Anti-Social Behaviour Strategy	Improved quality of life Number of complaints minimised
	Review operation of the maintenance repair line	Quality of housing stock maintained NOAC H3 Average re-letting time and cost NOAC H4 Housing Maintenance Cost
	Implement tenancy consultation initiatives	
	Implement Tidy Areas Fund	Condition of estates improved
	Implement New Tenant Purchase Scheme	Increased home ownership and mix within estates
	Review allocation policy	Fairness and equality for those seeking housing support
	Revise differential rent scheme	
Carry out Housing Needs Assessment 2017		
Enable persons to remain in their own homes	Deliver private grants scheme	Improved quality of life for persons living in their own homes
	Manage housing loan scheme	Number of persons assisted to acquire their own homes

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Improve the standard of housing stock	Implement a programme of planned and response maintenance	NOAC H4 Housing Maintenance Cost
	Implement an energy efficiency programme on remaining housing stock	Reduced energy consumption and costs, contributing towards a reduction of 33% in MCC energy costs by 2020
	Implement a programme of re-letting/voids works	NOAC H2 Housing Voids NOAC H3 Average re-letting time and cost
Increase the availability of Social Housing Stock	Acquire and construct houses	Aim to Increase through ongoing acquisition programme and construction programme housing stock by 37 units in 2017
	Work with Approved Housing Bodies (AHB) to provide additional social housing units	Additional provision of 79 (minimum) social housing units provided in 2017
	RAS/Leasing	Aim to retain existing level of RAS contracts and increase levels of leased units

## Road Transport and Safety

In its Corporate Plan, Monaghan County Council is committed to developing and managing County Monaghan's built and natural assets in partnership with other agencies to best utilise and promote economic, social and cultural benefits of our citizens. In this regard, a key role is played by the Roads Service. The specific priorities and objectives for the Roads Service are outlined below, together with the performance standards to be met.

<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>	
Maintain and Improve the structural quality and operational use of the road network	Progress Phase 3 of the Emyvale to Monaghan National Primary Improvement Works Scheme	Land purchase completed, tender process commenced	
	Progress N54 National Secondary Safety Improvement Scheme	Preliminary design, Part 8 and CPO process completed.	
	Progress Overlay Schemes on N54 and N53	Completed structural overlay on 4Km of national secondary road network	
	Deliver National Road Maintenance Programmes	Defects identified. Maintenance repairs completed on national road network	
	Deliver Regional and Local Road Restoration Improvement and Maintenance Programmes		Structural improvement completed on 50km of Non-National Roads Network
			Discretionary maintenance grant works programme implemented in conjunction with MDs
			Complete PSCI resurvey on 50% of Local Road Network
Achieve 3% reduction in NOAC PSCI 1-4 Category for Regional Road Network.			
Maintain appropriate resources to provide a core road maintenance service	Progress the Fleet Replacement Programme	5 new vehicles purchased	
	Upgrade Machinery Yard Facilities	Complete Installation of new Tar Depot and rearrangement of site layout for equipment storage	
	Ensure availability and access to stocks	Adequate supplies of critical stocks in place, e.g. salt	
	Review winter maintenance and severe weather operations	Review and Implement revised Winter Maintenance Plan for 2017/2018 season	
	Administer licensing, permits, signage and customer service requests efficiently	Complete Transfer of all Road Opening Licences applications to Map Road Licence (MRL) system, Review Abnormal Load permits, Temporary Road Closures and Signage application procedures	

<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Develop and progress strategic infrastructural routes, smarter travel and sustainable transport initiatives	Complete Monaghan Town Land Use and Transportation Study	Finalise and Adopt LUTS, incorporate strategies into development plan
	Implement Road Improvement Schemes identified in the County Development Plan	Completed Project Brief for N2/N54 Link Road
		Funding Secured for N2/A5 Preliminary Design Stage
		Completed Project Brief for N2/N53 Link Road
Progress N53 Balinacarry Bridge project with TII		
Develop and implement a flood management strategy	Work in close partnership with OPW in delivering the objectives of the CFRAM Programme	Priorities agreed for Monaghan, Ballybay, Carrickmacross and Inniskeen, applications for funding Submitted.
	Identify and map all areas prone to flooding	Flood risk strategy report completed for areas outside CFRAM
	Deliver Bridge Rehabilitation Works Programme	Rehabilitation works completed to 4 bridges
	Deliver Minor Flood Mitigation Works Programme	Minor improvement works completed at 3 locations Flood Alleviation Scheme Reports completed for N54 in Monaghan and Clones
Implement safe, effective network and traffic management systems	Deliver Safety Improvement Schemes on road network	Improved road safety through the completion of 3 National Roads and 5 Non-National Roads safety improvement Schemes
	N2 Castleblayney to Aclint Safety Review	Short term recommendations implemented and strategy agreed for medium and long term proposals
	Speed Limit Review project	Speed Limit Review completed and Byelaws implemented on National, Regional and Local Roads
	Implement a range of Safety Enforcement measures	Improved compliance rates for Section 70 (Hedge) and Section 76 (Drainage) Notices as required in Roads Act 1993
	Road Safety Working Together Group	Road Safety Plan completed and education programmes targeting communities and schools delivered
Optimise energy efficiency of, and implement an asset management system for public lighting	Establish comprehensive public lighting inventory	Detailed inventory in place
	Upgrade public lighting to maximise energy efficiency	Progress achieved towards national energy reduction target of 33% by 2020



<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Operate a Motor Taxation Office	Maintain and review a fit for purpose vehicle licensing system in conjunction with NVDF Shannon online vehicle licensing programme	NOAC R2: % of motor tax transactions conducted online Number of transactions conducted in office

## Water Services

In its Corporate Plan, Monaghan County Council is committed to promoting and protecting a clean, safe environment in a sustainable manner. A further objective is to develop and manage County Monaghan's built and natural assets in partnership with other agencies to best utilise and promote economic, social and cultural benefit for citizens. A key element in the delivery of these high-level objectives is the provision of wholesome, clean, efficient and sustainable water services.

In addition to managing and implementing the Rural Water Programme, the Council will fulfil a large part of its responsibilities for water services by delivering on its obligations under the Service Level Agreement with Irish Water. These priorities and objectives are summarised below:

<b>Service Objectives/ Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
To fulfil obligations under the Service Level Agreement and Multi Annual Service Plan with Irish Water	Deliver on the commitments of the Irish Water / Monaghan County Council Annual Service Plan 2017	Performance achieved on each of the 63 Irish Water Key Performance Indicators NOAC W1: . Percentage of Private Drinking Water Supplies in Compliance with the Drinking Water Regs.
To manage and implement the Rural Water programme	Administer subsidy applications	13 group schemes successfully draw down 1 <sup>st</sup> and 2 <sup>nd</sup> subsidies NOAC W2: % Drinking water (private schemes) in compliance with statutory requirements
	Administer and manage rural water capital investment programme	No. of capital developments undertaken

## Planning

In its Corporate Plan, Monaghan County Council is committed to promoting and protecting a clean safe environment which is viable and sustainable. A further corporate objective is to develop and manage County Monaghan's built and natural assets in partnership with other agencies to best utilise and promote economic, social and cultural benefit of our citizens. The Council's priorities and objectives for the Planning Service in these areas, together with the performance standards to be met, for 2017 are outlined below,.

<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Operate a Development Management System in compliance with legislative and policy requirements	Process all planning applications, material contraventions, appeals, declarations, extensions of duration applications, Part 8s, etc	Applications processed in compliance with legislative and policy framework.  NOAC P2: Table 16
	Operate public consultation & information service	Pre-planning clinics operated weekly, and public telephone morning twice-weekly
		2 Agents Forum meetings, and one Agents Workshop conducted per year
		Public counter facility operated daily
	Operate online planning application information system	
Operate an enforcement system in line with legislative and policy requirements	Monitor, investigate and take appropriate enforcement action in respect of unauthorised development	Enforcement action taken in compliance with legislative requirements and deadlines.  NOAC P3: Table 17
Implement development contribution scheme within legislative and policy requirements	Implement development contribution scheme and ensure compliance through appropriate legislative processes	Implementation of scheme and collection of contributions

<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Develop a planning policy framework within legislative and policy requirements	Commence formal preparation of the Monaghan County Development Plan 2019 - 2025	Review conducted within legislative requirements
	Adopt a strategic flood risk assessment for the county	Strategy adopted by Members
	Assist Roads Section in the preparation of a Land Use and Transportation Strategy (LUTS) for County Monaghan	LUTS prepared
	Process variations of the Monaghan County Development Plan as required	Variations of Development Plan adopted by Members, within legislative provisions
	Complete DoEHLG Housing land availability return	Return completed and submitted
Manage and protect the built heritage within the County	Ongoing review of the Record of Protected Structures (RPS) in accordance with Ministers recommendations	RPS reviewed and proposed amendments incorporated as a variation to the MCDP
	Implement Built Heritage Investment 2017	Scheme implemented and funds distributed
	Complete annual Part IV statistical return	Return completed
	Processing of Section 57 Declarations	Processing Declarations within legislative requirements
Resolve remaining unfinished housing developments in the county, and take in charge developments as required	Resolve remaining unfinished housing developments (UHDs) within the county	All remaining UHDs to be resolved in 2017
	Implement the National Taking in Charge Initiative 2017	Scheme implemented
	Taking in Charge of housing developments within legislative requirements as requested	No. of developments taken in charge
	Review all historic taking in charge applications currently lodged	Historic TIC applications reduced by 80% in 2017

## Heritage

In its Corporate Plan, Monaghan County Council committed to promoting and protecting a clean, safe environment in a manner which is viable and sustainable. The Council's Heritage Office plays a key role in this area. The Heritage section's priorities and objectives in this area are outlined below, together with the performance standards to be met.

<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Protect and enhance our environment	Implement County Heritage Plan 2012 - 2017 <ul style="list-style-type: none"> <li>• Research &amp; collecting information</li> <li>• Conservation and management of heritage assets</li> <li>• Building capacity and awareness</li> </ul>	County Monaghan Heritage Forum supported, quarterly meetings.
		New information collected. Programme of works implemented. Heritage awareness and best practice events programme delivered.
	Adopt new County Monaghan Biodiversity Action Plan 2017 – 2021	Biodiversity Plan completed and adopted by members
		Biodiversity Forum established
	Co-ordinate Monaghan Heritage Week	Number of events Number of participants
	Develop and deliver heritage communications strategy	Communication Strategy delivered
Contribute to the implementation of the County Development Plan	Provide assistance to the planning authority	Heritage reports written on planning applications submitted
	Provide advice with regard to heritage policy and legislation	Number of people/groups assisted.
Support the maintenance, management and development of Monaghan County Council's property portfolio including Parks and public spaces	Contribute / lead teams to facilitate promotion, access and conservation best practice at heritage sites and public places	Heritage led approaches taken.
Develop and enhance relationships with Regional Authorities to maximise resources of the region, especially border communities	Work with East Border Region (EBR), deliver year 1 of INTERREG CANN biodiversity project	Attendance at 12 working group meetings for CANN
		Staff recruited.
		Manage Upland Sites package for CANN project
	Work with Boyne to Brodgar International group to develop archaeology/cultural projects	One cultural project identified at transnational level with links to local sites.

## Environmental Services

In its Corporate Plan, Monaghan County Council is committed to promoting and protecting a clean, safe environment in a manner which is viable and sustainable. In this regard, the Council's priorities and objectives for the Environment division are outlined below, together with the performance standards to be met.

<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Implement litter management plan, including the provision of enforcement and awareness campaigns.	Develop new Litter Management Plan 2017-2019	Litter Plan adopted
	Deliver targets litter awareness and enforcement campaign and implement annual CCTV monitoring programme.	One major litter awareness campaign completed. CCTV monitoring programme completed.
	Deliver Environment Fund 2017	Community groups allocated monies for projects.
	Deliver Spring Clean and Autumn Clean Initiatives	2017 Spring Clean and Autumn Clean program completed.
	Drawdown Litter Awareness funding	2017 awareness program delivered.
Implement Connacht-Ulster Waste Management Plan, including the provision of environmental education and training programmes	Deliver enforcement & inspection regime in cooperation with EPA, CUWERLA, and as per RMCEI plan	RMCEI plan produced % inspections completed NOAC E4:% of complaints closed
	Deliver waste prevention projects as part of LAPN	Funding submission made Programme implemented
	Ensure recycling infrastructure is maintained and operated in a professional manner and in accordance with all EPA authorisations	Action plan for bring centre improvement works. Awarding of new concession contract for the operation and management of the Scotch Corner and Carrickmacross Recycling Facilities. Completion of MRF Improvement works.
	Manage and operate Scotch Corner landfill in line with licence	Monitoring completed, reports produced and submitted to EPA. Revenue from void space maximised Recommendations on future cells implemented including assessment on the development of Phase 4 and Phase 5 at Scotch Corner as possible National waste disposal contingency sites. Leachate management plan completed and leachate treatment option agreed

		Tender completed for gas utilisation. Tender Completed for Capping Works. Commencement of Phase 3 Capping Works.
Meet objectives of Water Framework Directive	Deliver targeted environmental awareness and enforcement campaigns	NOAC E2: % of households with access to three-bin service NOAC E5:% of areas within the 5 levels of litter pollution
	Deliver environmental awareness campaigns with schools and youth	85% schools/5000+ students participating 10 days workshops conducted Including participation in 2017 Science week.
	Carry out farm and intensive agricultural enterprise inspections, licence and monitor discharges to water, investigate water pollution complaints, investigate less than good status water bodies, protect and investigate high or good status water bodies, report on planning applications for water quality related issues and investigate unauthorised discharges.	No. of inspections No. of enforcement actions No. of closed files % compliance with RMCEI
	Prepare and implement Water Framework Directive river and lake monitoring plan, investigative monitoring plan, bathing water monitoring plan and discharge monitoring plan.	% Plan completed

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
	Produce awareness & engagement plan. Provide advice & support towards interagency development of river basin management planning process.	2017 plan produced Public awareness events delivered No. of participants
Ensure food safety compliance at designated sites	Carry out inspections and audits of food businesses (FB's), sampling of food, and report results to relevant stakeholders	No of inspections and audits completed % of scheduled sampling completed Food Safety Authority returns and claims made
	Issue corrective actions to FB operators based on results of inspections, audits and sampling. Monitor response to recommended corrective actions. Implement enforcement where applicable	No. of corrective action reports No. of enforcement orders issued.
Ensure animal control and welfare	Ensure the welfare of animals admitted to supervised slaughterhouses	% Certificates of Competence awarded to relevant food businesses
	Provide a dedicated dog warden service	No. of stray dog complaints investigated, No. of stray dogs seized, No of dog licences issued
	Provide access to a dog and horse pound of a suitable standard	Dog pound and Horse pound in operation, in compliance with legislative requirements.
	Inspect and register dog breeding establishments and ensure they comply with legislative requirements	% of establishments inspected annually Register of establishments in place
	Investigate complaints of stray horses and enforce horse control legislation	No. of complaints investigated No. of stray horses seized



## Fire

In its Corporate Plan, Monaghan County Council committed to promote and protect a clean environment which is viable and sustainable. The Council's priorities and objectives for the Fire Service under this remit are outlined below, together with the performance standards to be met.

<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Improve effectiveness in Fire Brigade preparedness	Adopt and Implement a Fire & Emergency Operations Plan	Section 26 Plan 2016 to be agreed and adopted by Council
	Seek capital funding for 1 new fire station (Ballybay) & 1 new Class B appliance Progress Development of Castleblayney Fire Station Seek funding for development CFBT facilities	Inclusion in DECLG Capital Programme
	Maintain each existing fire station	Preventative Maintenance Programmes in place and implemented Internal Asset Management System implemented
	Provide a quality response to fires and other emergencies	Appropriate vehicles, equipment, communication systems provided and maintained Consider MoU with NIFRS for RTA cross border incidents in applicable areas Implement relevant actions of Road Safety Plan
	Improve effectiveness in Fire Service preparedness	Pre-Incident Planning Project ongoing Hydrant Project ongoing Installation of mobile technology on front line appliances (Tetra & Tablet facility) Roll out GD92 mobilisation facility
	Further develop Brigade Health and Safety Systems	New DECLG Standard Operational Guidance implemented OHSAS 18001 accreditation of SMS Q1 2017 Continue to educate staff on Health and Safety systems and relevant documents
	Maintain existing fire cover and improve travel time to incident	NOAC F2: Service Mobilisation NOAC F3: Percentage of attendances at scenes Maintain full crew compliments in stations through staff retention & recruitment

<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Minimise the effects of fire and other emergencies by an effective prevention programme	Implement During Performance Inspection Policy	Number of inspections
	Participate in National Fire Service Change Programme Participate	Number of Primary Schools visited applications
	Participate in Road Safety Working Group	Number of meetings
	Improve co-operations with local statutory and voluntary organisations and engage with public through events and festivals to promote fire safety	Number of meetings with community groups
		Number of fire safety talks
Ensure that the standard of building construction in County Monaghan meets the relevant requirements and guidelines	Implement Building Control Inspection Plan	Number of Inspections NOAC P5: Applications for Fire Safety Certificates
	Provide timely support and assistance to applicants within statutory time frames	Building Control compliance achieved
	Construction Products Regulations Policy	Construction Products Regulations Policy implemented
Build and develop a strong and responsive Civil Defence Unit	Continue to meet objectives of Civil Defence Strategy	Continue to implement Civil Defence Strategy
	Provide assistance to community events	Number of events attended
Implement financial control	Prepare quarterly financial report for CE	F1: Cost per Capita of Fire Service Continued review of charging policy

## Recreation & Amenity

The Library, Museum and Arts services of Monaghan County Council play a key role in the Council's commitment to promote economic, social and cultural benefit of our citizens. The main priorities and objectives for these services are outlined below, together with the performance standards to be met.

### **Library**

<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Maintain, develop, modernise and enhance core library services	Complete a 5 year development strategy	Development strategy approved and published
	Maintain and develop frontline services and services to schools	Full range of service at all branches Launch of seven days a week Open Library Service in Carrickmacross Branch Reader Development Programme for all Secondary Schools Ensure Monaghan County Council becomes a Right to Read Literacy Champion Increase opening hours in Castleblayney branch by 50% to 30 hours per week Local history and genealogical resources expanded NOAC L1: no. of library visits NOAC L2: Cost of operation
	Market and Promote the library service	Contribute to new council website and maximise its use as a marketing tool Subscribe to new map alerter app
	Optimise the use of ICT in managing and delivering modern service systems	Activation of Carrickmacross Branch Self service Units Introduction of new Printing, copying and scanning services in Carrickmacross and Monaghan Migration to national library management system completed. National Stock Delivery System in place Local History Online Digital Collection Established
	Develop & implement appropriate policies and procedures	Collection policy in place Child Safeguarding policy in place
	Strengthen links and develop outreach initiatives, including social inclusion initiatives	Community services strengthened Isolated communities reached Outreach Statistics

<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Manage, maintain and enhance library infrastructure	Redevelop Monaghan branch	Progress the Design of Monaghan Branch as part of Peace Campus to Planning stage. Submit revised funding application for Departmental approval Contribute to Peace IV funding application for Peace Campus
	Review condition of all buildings and initiate remedial works where necessary	Phase 1 of glazing project completed in Clones. 3 large scale units in branch replaced All branches maintained to high standard
	Participate in MCC energy-reduction initiatives	MCC energy reduction targets attained
Maintain and develop the library's role as an active partner in the delivery of tourism, education, arts, culture, heritage and business support services	Implement enterprise-focused initiatives	Participate in Phase 2 of BEE, National pilot for the development of Business, Employment and Enterprise services for libraries Provide business and enterprise services for the County in partnership with LEO, Intreo Office and ETB
	Partner with other sections in MCC to deliver tourism-focused initiatives	Carrickmacross and Clones branches maintained as part-time tourist offices
	Partner with other agencies in education and resource-sharing initiatives	Partner with Arts Office , Heritage Officer and County Museum to deliver on Culture 2025 Programme
		Cavan/Monaghan Science Festival Programme
		Culture Night Programme
		Decade of Commemoration Programme delivered
	Deliver Creative Ireland Programme 2017 - 2022	Peace IV Design Lab programme initiated
Cultural team in place Cultural & Creative Plan in place		

## Museum

<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Provide accessible, enjoyable and culturally diverse exhibitions and learning resources	Progress the Peace Campus Project	Both phases of funding application processed and delivered. Agreement of final site plan with application for planning permission. Funding achieved and site work commenced.
	Develop and build on partnerships with relevant organisations, locally and nationally	Deliver joint projects with the ISPPC and Comhairle na nÓg. Local Authority Museums Network (LAMN) develop plan in line with Creative Ireland programme. Relationship with National Museum developed through joint exhibition Actions relating to the Museum in the MCC Heritage, Arts and Tourism plan implemented
	Develop & Implement Creative Ireland Cultural Strategy	Develop cultural plan for County Council in consultation with Library, Arts and Heritage
	Develop new exhibition and events programme for 2017	Launch of exhibition on history of law and order in Monaghan in partnership with the National Museum of Ireland Launch and delivery of programme of events for Museum 2017
Care, manage and develop our outstanding collections and county heritage	Digitisation and production online of nationally important resources	Marron Collection successfully digitised. Launch of national important research resource on new museum website.
	Develop research project on Monaghan during the War of Independence	Funding sourced for project in partnership with Maynooth University. Project researcher position filled
	Develop & implement archive/document management development policy	Liaise with Cavan County Council to discuss the possibility of developing an archivist post that is shared between the two local authorities
	Continue to develop and care for the collections of the county	Deaccession identified objects from collection. Review and update acquisitions policy
Promote the museum and all its work to all potential users of the service	Launch new museum signage initiative	New museum signage project launched for Monaghan Town Percentage rise in visitors using the service through viewing new signage
	Link in with annual festivals taking place in the county	Museum event at Tydavnet Show, Taste of Monaghan and Science Week Festival.
	Promote and develop the	Friends Committee constituted and

	Monaghan County Museum Friends organisation	holding meetings. 4 Friends events held during the year
Maintain and modernise the management of the service	Apply for Maintenance of Full Accreditation under MSPI	Maintain of museum status of full accreditation under MSPI achieved
	Research and develop a management plan for proposed new museum service	Proposal document produced detailing new staffing structure.  Outline agreement between perspective council services on shared services at the proposed new Peace Campus.

## Arts

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Implement the Arts Office's strategic plan 2016-2020	Extend the range of opportunities for artists to develop their practice	Artists support fund established and will be rolled out by the end of Q1 . Dedicated arts Section will be incorporated within the county council's new formatted website with increased links in it.Q2 Residencies will be set up as a bursury scheme in association with Tyrone Guthrie Centre by the end of Q1. Public art steering group will be set up in Q3 .
	Develop key cultural infrastructure	Arts Partnership Scheme approved Q1 updated scheme will be advertised early feb Studio space facilitated in Clones with purchase by MCC and funding secured from Dept AHRA and Peace IV Q1 & Q2 Development of an Arts space/Hub in each town is a long term objective with Clones almost complete. Discussions on proposal for Castleblayney (Gate Lodge) happening.
	Support venues, festivals and events	Venues policy will be addressed Q3
	Support economic innovation in an arts context	Demonstration projects progressed Joint submission made with Cavan CC to Arts Council on the creative industries Q2
	Create increased opportunities for engagement by communities An application for funding will be made to Music Generation in 2017 to develop and cover the area of children's participation in music education Q2	The LAEP has been set up with CMETB and Cavan CC and have targeted a 3 pilot project to jointly invest in for to fulfil the Arts in Education charter which has been adopted. Q1,Q2

## Community Development

In its Corporate Plan, Monaghan County Council committed to ensure that everyone in our community has an opportunity to become actively engaged in shaping the future development of the County. The Council's priorities and objectives in the area of Community Development are outlined below, together with the performance standards to be met.

<b>Service Objectives/ Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Facilitate and support the work of the Local Community Development Committee (LCDC)	Manage and administer the LCDC and sub-structures	LCDC process operated in line with guidelines as revised and issued by DECLG NOAC Y3: % of nominees to LCDC membership via the PPN structures from the most marginalised SICAP groups
	Deliver and monitor community actions of the Local Economic and Community Plan (LECP)	Local and Community programmes delivered Annual monitoring reports
Lead and manage Economic, Social and Community Development Programmes	Implement and monitor the LEADER programme	Programme delivery commenced
	Monitor delivery of the Social Inclusion & Community Activation programme (SICAP).	Achievement by implementer of headline targets and actions Expenditure v agreed SICAP budget.
	Implement and monitor the PEACE IV programme	Applications invited Project activity undertaken Spend targets achieved Progress monitored
	Complete and submit application for funding under Shared Spaces priority of Peace IV	Application submitted by due date.
	Support delivery of Interreg Project on extension of Ulster Canal Greenway	Project commenced in line with programme requirements.
Support the Local Community Sector in developing local initiatives	Manage and administer the Community and Environment Fund	Funding programme rolled out Community cheque presentation event held
	Work with agencies and partners to develop suitable project ideas and make successful funding applications	Funding applications made Improved governance Action plans prepared
	Support Local Community sector and Community Development initiatives	Smarter Travel & Active Travel Town programmes rolled out Entry to Pride of Place competition managed Better Energy Communities funding bid to SEAI supported
	Provide development support to community networks	No. Of meetings held Training event held



<b>Service Objectives/ Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
	Work with cross-border bodies and structures to develop suitable project ideas	Funding applications made New Memorandum of Understanding with Armagh
Lead the promotion and support of Social inclusion and access to services	Prepare and develop Public Sector Duty for Monaghan CC and Monaghan LCDC	Public sector Duty completed for MCC and MLCDC
	Co-ordinate Monaghan LCDC Equality sub committee	6 meetings held Action plan for 2017 developed
	Support delivery of Social inclusion and equality actions in Monaghan LECP	Action plan for 2017 delivered
	Co-ordinate & manage Social Inclusion Week 2017	18 events, 1000 participants
	Co-ordinate and manage Positive Mental Health Week 2017	Increase number of events and participants.
	Prepare & deliver Age Friendly Action Plan 2017	2017 programme of work implemented
	Prepare Disability Action plan in response to new national disability strategy	Disability strategy developed
Lead the promotion and support of Social inclusion and access to services	Revise Social Inclusion strategy	Revised Social Inclusion strategy
	Promote "Accessible Guide to Services" booklet & webpage	Accessible Guide to Services booklet & webpage published
	Co-ordinate & manage Social Inclusion Week 2017	18 events, 1000 participants
	Prepare & deliver Age Friendly Action Plan 2017	2017 programme of work implemented
	Identify potential sources of funding for initiatives	Projects identified and progressed to application stage
Support the Public Participation Network (PPN) in realising its role and function	Prepare Framework for PPN	Framework adopted Actions delivered Quarterly meetings
	Administer the PPN structure and process in line with legislation and related directives	
	Provide Development support to Community Reps Network	
Support young people in having a voice in their community	Develop and implement Comhairle na nOg action plan	NOAC Y1: Participation in Comhairle na nOg scheme
	Integrate youth development in other relevant Council services	Projects identified and progressed.
	Develop and enhance youth facilities in the county	Annual projects plan prepared New Youth facility/Peace Campus in Monaghan funding application made Needs analysis completed Youth Network developed Funding sources identified

Service Objectives/ Priorities	Service Delivery Strategy	Performance Standards
Lead the increased participation in sports and physical activity among all sections of the community in the county	Devise annual operational plan to target specific population groups in Co. Monaghan	No. of programmes delivered (15) targeting rural communities, females, people with a disability, young people, older adults
		Support programmes directed at Primary Schools
		Monaghan Walking Festival supported
	Support mass participation events and national events for play or recreation	No. of events supported (4) No. of participants (1000)
	Support Club development	Grant Scheme administered
		Education & Training programmes delivered
		Information and advice publications available online
		Sport Ireland budget application completed
		Community Sports hub developed in Emyvale
	Develop strong communication and information systems	Strategic Plan published Regular news bulletins Enhanced use of social media and website redevelopment Databases updated

## Economic Development /Local Employment Office

In its Corporate Plan, Monaghan County Council is committed to providing support to the business community to stimulate growth, encourage start-ups, maximise job creation and improve competitiveness. The Council's priorities and objectives in this area are outlined below, together with the performance standards to be met.

<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Develop a strategy to promote entrepreneurship, foster business start-ups, and develop existing businesses, including those sectors with significant export potential	Update the economic data for County Monaghan	Informed dataset to assist in policy formulation
	Implement economic actions adopted in Local Economic & Community Plan	Complete LECP Actions under Strategic Objective 1.1, 1.2, 1.3 &1.5
Promote the Local Enterprise Office as a 'One Stop Shop' to meet the needs of small businesses in the county	Provide a range of information, supports and referrals to support business expansion and development	No. of businesses assisted No. of referrals No. of events/participants NOAC J1: No. of new jobs created NOAC J2: Trading Online Vouchers NOAC J3: No of mentoring receipts
	Provide access to a range of appropriate funding mechanisms, including LEO grants, LEADER funding and Microfinance Ireland	No. of grants provided No of businesses assisted with grant applications
	Avail of European funding opportunities to promote business development	Amount of funding secured No. of projects supported
	Identify training and development needs of businesses. Develop and/or deliver relevant courses and apprenticeships	No. of apprenticeship schemes delivered in conjunction with ETB No. of first and second year courses delivered in conjunction with DKIT and ETB locally No. of training, mentoring, and management development courses delivered
	Manage and develop appropriate enterprise infrastructure at local level	Survey of availability updated No. of businesses accommodated No. of facilities provided
	Promote and market local areas as a location for investment	No. of promotional interventions NOAC J1: No. of new jobs created
	Participate in Cross-Border initiatives	Participation in PLATO programme No. of projects supported
	Develop a strategy to attract public and private investment	Provide affordable industrial and commercial workspace in the towns
Pursue opportunities to improve/upgrade broadband network		Support Rural Broadband Programme; Provide Public Wifi in towns

<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
	Update and develop Monaghan Business website	Up to date accessible information
Lead and manage Economic, Social and Community Development Programmes	Implement Rural Economic Development Zones initiative	Plan & Implement REDZ programmes for community and infrastructural investment in conjunction with Town teams
	Support Town teams in achieving economic actions	Advise Town Team meetings in plan development & implementation
Maximise the potential of our towns and villages and address dereliction and vacancy	Address vacancy and dereliction in 5 towns and villages	Manage Town & Village Renewal Programme Enforce Derelict Sites and Vacant Sites Registers
	Identify regeneration and residential lands in the towns and application of Vacant Sites Levy	
	Identify investment opportunities in towns and villages	Ten projects delivered in 2017

## Tourism

In its Corporate Plan, Monaghan County Council committed to delivering on its tourism strategy in partnership with stakeholders, and to developing a brand image for the county. The Council also has a leading role in supporting the local community sector in developing local initiatives. The following priorities/objectives and performance standards are relevant to these commitments:

<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Provide a programme of Visitor Information	Calendar of events produced	Print version of 2016 Calendar of events produced & disseminated with PDF version available to download on the tourism website. On-line Calendar of events listing updated on <a href="http://www.monaghantourism.com">www.monaghantourism.com</a> on an on-going basis.
	Tourism App upgraded	New Tourism App currently in development.
	Social media pages updated daily	Social media pages updated daily as per strategy
	Daily response to on-line, phone and written enquiries	Daily response to on-line, phone and written enquiries as per strategy
	Tourist Office operated	Tourist Office operated on an extended basis from mid March to end September ( taking into consideration the 1916 commemorations)
Provide a programme of supports for the tourism trade	Advice and support meetings provided for tourism operators	Advice and support meetings provided for tourism operators, particularly those interested in applying for LEADER funding
	Trade workshops organised	2 Trade workshops organised to support trade in benefiting from the Ireland's Ancient East initiative
	Tourism packages developed	3 Tourism itineraries developed with trade as part of a cross border project with Down, Newry & Mourne District Council (Central Monaghan and South Armagh area)
	Community Tourism Diaspora Funding Programme 2016 delivered and administered	Funding Programme 2016 delivered and administered

	Tourism assistance with delivery of MCC's 1916 Commemoration Programme	Tourism section provided support through 1916 committee representation, application evaluation, marketing etc
Develop a brand image for the county	Videos produced and disseminated	My Monaghan Videos produced and disseminated through a successful social media campaign and on the tourism website  Things to 'Know about Monaghan' on-line brochure produced for the county and 1 for each of the MDs
Support the Community Sector in developing local initiatives	Trade and relevant community groups consulted	Trade and relevant community groups consulted
	Feasibility of Ballybay /Cootehill Blueway investigated	Route identified and entered into communications with landlord of key stretch but issues over access.
	Patrick Kavanagh Centre supported to update and enhance its product offering	Major funding application for Patrick Kavanagh Centre submitted under the Arts & Culture Capital Scheme 2016. Awaiting Result.
Maintain, manage and develop MCC's property portfolio including parks and open spaces	Maintain Monaghan Way Walk to standards required by National Trails Office	Works undertaken by Carrickmacross-Castleblayney MD staff with support from Tourism unit
Prioritise and progress key infrastructure projects	Masterplan for Lough Muckno developed	Not progressed
	Joint Action Plan produced for Rossmore. MOU adopted	MOU with Coillte adopted. €115,000 funding secured under Rural Recreation Scheme for upgrade to trails and signage. Application for funding to PEACE IV worked up.
	Upgrade works completed at Sliabh Beagh	Small-scale works undertaken with Monaghan MD.
Develop and enhance relationships with key stakeholders Regional Authorities, and access programme that support cross-border cooperation	Progress on central border area 'Destination' concept	Borderlands Destination project submitted to LEADER for consideration as a cross-border Co-Operation project. Still being progressed.
	Meetings undertaken with ICBAN and EBR to identify regional projects	1 Transnational application worked up and submitted through East Border Region, but unsuccessful. 1 Transnational application worked up and submitted through ICBAN for a Literary Tourism Project and this has progressed to Stage 2.

## Support Services

The delivery of the front-line services to the public is underpinned and supported by the services provided internally by the Corporate, Finance, Human Resources and Information Systems departments of the Council. A summary of the priorities, strategies and performance standards of each of these support sections is set out below:

### **Corporate Affairs**

<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Ensure democratic accountability and effective governance	Administer and support meetings of the Council and all Committees	Meetings held, agenda business transacted effectively, follow-up actions implemented
	Manage the annual Register of Electors	Up-to-date Register published in accordance with statutory dates
	Operate an independent Internal Audit service	Audit committee operating Internal audit workplan approved and implemented Internal audit staff trained
	Prepare and implement a Corporate Governance strategy	Strategy prepared
	Fulfil the organisation's responsibilities under the Ethics Framework	Up-to-date and complete Ethics Register in place
Ensure compliance with legislative and statutory obligations in service delivery	Prepare reports, work programmes and reviews in line with corporate governance requirements.	Annual report adopted Annual Service Delivery Plan Monitoring and review of performance –NOAC / MonaghanStat
	Develop appropriate and effective communication and customer care services and systems	Develop corporate policies and procedures. Communications strategy developed
	Respond to information requests, complaints and protected disclosures in line with statutory requirements	All FOI Data Protection, AIE requests and Ombudsman complaints and protected disclosures addressed within the relevant timeframes.
Manage and implement the Health and Safety Management System (HSMS) and Risk Management System.	Maintain and update the HSMS's procedures, guidelines, registers and forms in line with OHSAS 18001.	Corporate Safety Statement (CSS) in place that is compliant.  New Procedure / Manual developed: <ul style="list-style-type: none"> <li>▪ HSP51 Workplace Wellbeing Procedure</li> <li>▪ Municipal District Section Health and Safety Manual</li> </ul>

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
	<p>Provision of Communication and Training necessary to ensure compliance and consistency.</p>	<p>12 x Health and Safety Unit Monthly Reports</p> <p>Health and Safety Intranet populated with current and relevant safety, health and welfare information.</p> <p>Quarterly Health and Safety Newsletter.</p> <p>Event Management Procedure Training</p> <p>5 x Safety Committee Meetings.</p> <p>European Health and Safety Week</p>
	<p>Develop and implement an Audit, Inspection and Review Process.</p>	<p>Review of HSMS (including CSS Management Review) to identify gaps or change required with control measures implemented where identified. Details set out in the Health and Safety Unit Operational Plan 2017.</p> <p>Hazard and Risk Assessments conducted as required</p> <p>Audit and Inspection Programme 2016 in place. Details set out in the Health and Safety Unit Operational Plan 2017.</p>



<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Risk Management	Maintain and update risk management register	Register maintained, reviewed regularly and updated as required
Meet or exceed public sector energy efficiency target	Implement annual energy action plan	Progress towards 33% reduction in energy usage by 2020
	Monitor and report all energy used by the Council	
	Lead by example in our community in the efficient use of energy, and promote the use of renewables	
	Lead energy efficiency programme for public lighting upgrade. Ensure effective delivery of public lighting maintenance contract	
	Facilitate Planning section in the taking in charge of street lighting	
National Energy Procurement	Supply necessary information to OGP in relation to national tendering competitions for energy procurement	Value for money achieved
Coordinate the management of the Council's property assets	Maintain and update a detailed inventory of all property	Comprehensive inventory of property in place Title to all properties perfected Effective use and management of property achieved Funding opportunities identified
	Participate in the national asset management programme	
	Coordinate the purchase, sale lease or transfer of all properties	
	Facilitate Water Services in the transfer of property assets to Irish Water	
	Optimise the use of all properties	
	Manage the Monaghan Leisure Centre	Cost-effective service provided to citizens
Ensure modern facilities for the delivery of services	Coordinate and assist in progressing capital building projects	Delivery of building projects
	Manage the Council's HQ offices	Safe, suitable facilities for customers and staff

Finance:

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Develop and Implement sound financial, management and control systems to enable organisational and operational efficiency	Maintain an effective Debt Management Unit	NOAC M2: % collection levels for major revenue sources Treasury and cash flow benefits maximised
	Prepare and submit draft budget data to annual budget meeting in accordance with Accounting code of Practice	Budget adopted by members within legislative timeframes
	Ensure that financial management and control systems are up to date and have the necessary functional capacity	Further training conducted in Agresso Milestone 4 Numbers of customers availing of e-finance LVP cards used consistently
	Maintain a financial accounting and management framework that is consistent with public sector objectives and Accounting Code of Practice	Annual Financial Statement compiled by due date NOAC M1: Revenue account bal. Local Government Audit facilitated Appropriate expertise and training in place for Finance staff Handover of superannuation files to MyPay achieved Financial and LVP procedures updated
	Develop and implement strategies to achieve effective procurement that delivers value for money	Corporate Procurement plan in place Year 1 implementation targets of Corporate Procurement Plan achieved
	Ensure regular monitoring of budgets, follow up on exceptions and timely reporting in all relevant areas	Budget compliance All reports submitted on time
	Maintain an adequate and comprehensive insurance portfolio that meets risk management needs	All assets adequately insured All risks adequately insured Claims processed promptly
	Ensure that all payroll and suppliers are paid promptly and in compliance with both legal and regulatory obligations and internal control procedures	All payroll paid on time % suppliers paid within 15 days Compliance with statutory deadlines for all remittances

## Human Resources

In its Corporate Plan, Monaghan County Council committed to ensuring that there is an appropriately resourced, skilled and motivated workforce to meet the priorities and objectives of the organisation. The HR section has the lead role in delivering on the Council's commitments in this area. The 2017 service delivery plan for HR is set out below:

<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
Develop a workforce that is equipped with the skills and competencies to meet the challenges of the evolving work environment	Manage recruitment	Suitable candidates recruited in timely fashion, in compliance with DECLG sanction/ guidelines. NOAC C1: Total no. of WTEs
	Improve the quality and diversity of employment	Participation in Gateway, Graduate programme
Implement staff development strategies	Implement annual training and development programme	Staff equipped with all the required knowledge, qualifications and skills
	Implement and monitor PMDS	PDPs and periodic reviews implemented for all staff
	Implement induction and probation	Satisfactory integration and monitoring of progress of new staff
	Operate attendance management system	NOAC C2: working days lost to sickness Absenteeism reduced to 3.5%
Create an equitable, consultative and supportive working environment	Regular, clear timely communication to staff and unions	Reduced conflict, disputes and risk of industrial action
	Implement Dignity at Work policy	Safe, secure working environment, differences respected, staff valued
	Implement a range of family-friendly initiatives	Work-life balance achieved
	Deliver diversity and equality training	Raised awareness of equality and diversity, equal treatment for all.
Create a positive and safe working environment	Develop and update policies and support line managers and staff in implementing	Clear policies, implemented consistently across the Council
	Support a proactive industrial relations policy with Unions	Cooperation with nationally-agreed actions and initiatives Communication with unions on change management issues Satisfactory resolution of issues and claims through approved mechanisms
	Manage HR aspects of Health & Safety	Compliance with Health & safety policies and procedures
	Implement efficient and effective workplace practices	Optimised use of Core system and other relevant technologies Superannuation Data Readiness project delivered Satisfactory data protection in place

## Information Systems

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Provide appropriate resources combined with agile information systems, aligned to the organisation's strategy and requirements	Provide a modern and secure ICT infrastructure which complies with industry standards and best practice	Updated security solutions, procedures and policies in place Up to date architecture Energy savings
	Develop and implement a product replacement programme	Laserfiche Enterprise Content Management System implemented in Corporate Governance, I.S and H.R. Departments Drone technology implemented Paperless Meeting Solution implemented Property Asset Management System implemented Lighthouse eInvoicing implemented Updated software, systems, servers, versions, applications Updated PC Stock
	Provide Wi-Fi facilities for public access to the internet	Public Wi-Fi installed in major Council buildings Public Wi-Fi installed in Towns Application submitted under WIFI4EU Initiative
	Improve and expand our customer on-line services	NOAC C3: Number of visits to website Responsive, accessible Website Free citizen location based alerting system implemented Online application forms developed Corporate Intranet developed Improved interactive mapping
	Develop a mobile applications plan	Standardised mobile application platform National mobile apps implemented Mobile device management system in place Pilot apps developed and tested
	Develop a data management strategy which complies with the relevant Data Protection legislation	Contingency / Disaster Recovery Plan in place All data securely backed up, accessible and recoverable System integrity Data storage policy and procedures reviewed

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
	Develop Open Data plan in line with Government initiatives	Data provided
	Continue to provide high quality technical support to all our customers	Helpdesk provided Training provided Support provided for all applications and devices NOAC C4: overall cost of ICT provision per WTE
	Continue to develop and enhance GIS	Up to date base mapping Third-party data embedded Eircodes implemented
	Seek to maximise the financial resources available to the organisation	Re-tender for Mobile Phone Contract Re-tender for Fixed Line Contract
	National Broadband Plan	Delivery on National Broadband Plan Develop Digital Strategy for County Monaghan

## Appendix

### 1. Housing

Performance Indicator H1:	Social Housing Stock
Performance Indicator H2:	Housing Vacancies
Performance Indicator H3:	Average Re-letting time and Cost
Performance Indicator H4:	Housing Maintenance Cost
Performance Indicator H5:	Private Rented sector Inspections
Performance Indicator H6:	Long Term Homeless Adults

NOAC Report: Page 23-30, Tables 1 – 4

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### 2. Roads

Performance Indicator R1:	Ratings in Pavement Surface Condition Index (PSCI)
Performance Indicator R2:	Regional Road Grant Works
Performance Indicator R3:	% of Motor Tax Transactions conducted online

NOAC Report: Page 31-43, Tables 5-11

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### 3. Water

Performance Indicator W1:	% Drinking water in private schemes in compliance with statutory requirements
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NOAC Report: Page 44-45, Table 12

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#### **4. Waste/ Environment**

Performance Indicator E1: No. of households with access to a 3 bin service

Performance Indicator E2: % of Environmental pollution complaints closed

Performance Indicator E3: % of LA are within the 5 levels of litter pollution

NOAC Report: Page 46-50, Tables 13-15

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#### **5. Planning**

Performance Indicator P1: New Buildings inspected

Performance Indicator P2: % of planning decisions confirmed by An Bord Pleanála

Performance Indicator P3: % of planning Enforcement cases closed as resolved

Performance Indicator P4: Cost per Capita of Planning Service

Performance Indicator P5: Applications for Fire Safety Certificates

NOAC Report: Page 51-53, Tables 16-17

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#### **6. Fire Services**

Performance Indicator F1: Cost per Capita of Fire Service

Performance Indicator F2: Service Mobilisation

Performance Indicator F3: Percentage Attendance Times at scenes

NOAC Report: Page 54-57, Tables 18-19

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#### **7. Library/Recreation**

Performance Indicator L1: Library Visits & Issues

Performance Indicator L2: Cost of operating a Library service

NOAC Report: Page 58-59, Table 20

## **8. Youth/Community**

Performance Indicator Y1: Participation in Comhairle na nÓg scheme

Performance Indicator Y2: Groups associated with the PPN

NOAC Report: Page 60-61, Table 21

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## **9. Corporate**

Performance Indicator C1: Total number of Wholetime Equivalents

Performance Indicator C2: Working days lost to sickness

Performance Indicator C3: LA website and Social media usage

Performance Indicator C4: Overall cost of ICT provision per WTE

NOAC Report: Page 62-65, Tables 22-23

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## **10. Finance**

Performance Indicator M1: 5 year summary of Revenue Account balance

Performance Indicator M2: 5 year summary of % collection levels for major revenue sources

NOAC Report: Page 66-73, Tables 24-27

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## **11. Economic Development**

Performance Indicator J1: Number of jobs created

Performance Indicator J2: Trading Online Vouchers

Performance Indicator J3: No. of mentoring recipients

NOAC Report: Page 74-75, Table 28