Monaghan County Council Annual Service Delivery Plan 2018

Annual Service Delivery Plan 2018

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 2015 - 2019 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 2018, which was adopted by the members on 04 December 2017.

The Annual Service Delivery Plan 2018 identifies the services to be provided and the standards to which they are to be delivered, monitored and evaluated so as to ensure that optimum delivery of services is achieved.

This plan provides a clear focus to enable the elected members, staff of Monaghan County Council together with key stake holders to work together to develop and improve the services that are delivered 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 2018 Service Delivery Plan.

3.   Principal Services

The allocations to the different Service Divisions of Monaghan County Council in Budget 2018 are as follows:

Service Division	Funding Approved €
Housing and Building	€7,770,810
Road Transport and Safety	€16,199,881
Water Services	€6,979,639
Development Management	€9,655,691
Environmental Services	€5,734,979
Recreation & Amenity	€4,668,743
Agriculture, Education, Health & Welfare	€449,327
Miscellaneous Services	€5,419,901
Total Budget	€56,878,971

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 is required to prepare a schedule of Municipal District Works for adoption in the first quarter of each year. This schedule sets out 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/Intereg 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.

Key additional responsibilities in these areas for 2018 include the requirement to comply with the General Data Protection Regulations (GDPR) from May 2018 and the upgrading of the IT system to provide greater assurance of service continuity and strengthening of security.

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. Individual development plans are prepared and managed through the PMDS process.

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 were 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.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Deliver MCC's Housing Stock Programme 2016 – 2021 "Rebuilding Ireland"	Deliver Housing Capital Programme for 2018	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 2018
	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 2018	Increased Social Housing support to persons on Council waiting lists
Improve estate management procedures and quality of estates	Implement revised Private Rented inspection process (2018) 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 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 2018	
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 38 units in 2018
	Work with Approved Housing Bodies (AHB) to provide additional social housing units	Additional provision of 71 (minimum) social housing units provided in 2018
	Co-ordinate a programme of works to bring derelict/vacant properties back into use	Additional provision of 5 units (minimum) to be brought back into usage in 2018

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.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
	Progress Phase 3 of the Emyvale to Monaghan National Primary Improvement Works Scheme.	Tender awarded and construction commenced.
	Progress N54 Tullybryan National Secondary Safety Improvement Scheme.	Part 8, CPO, and Detailed Design completed.
	Progress Overlay Schemes on N2 Monaghan bypass, N2 North of Carrickmacross and N54 Clones Town.	Completed structural overlay on 6Km of National Primary and 2Km of National Secondary road network.
	Deliver National Road Maintenance Programmes.	Defect survey completed. Roads repairs prioritised and completed on risk basis.
Maintain and Improve the structural quality and operational use of the road network.	Deliver Regional and Local Road Restoration Improvement and Maintenance Programmes.	Structural improvement completed on 55km of Non-National Roads Network.
		Discretionary Maintenance works programme identified, prioritised and implemented in conjunction with MDs.
		NOAC R1: 100% PSCI Survey of Regional Network completed. PSCI resurvey on 100% of Local Tertiary Road Network completed.
		4% reduction in NOAC R1 PSCI 1-4 Categories for Regional Road Network achieved.
		NOAC R2: Completion of Regional Road programme in accordance with submitted Restoration programme

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Maintain appropriate resources to provide a core road maintenance service	Progress the Fleet Replacement Programme.	5 new vehicles purchased
	Upgrade Machinery Yard Facilities.	Rearrangement of site layout for equipment storage and installation of new storage bunkers completed.
	Ensure availability and access to stocks.	Adequate supplies of critical stocks in place, e.g. salt
	Review winter maintenance and severe weather operations.	Implementation of Revised Winter Maintenance Service Plan completed for 2018/2019 season. Severe Weather Plan reviewed and updated. New incident communication procedures via RoadsApp and Mapalerter implemented.
	Implement LIS Scheme	Roads upgraded in accordance with available budget.
	Administer licensing, permits, signage and customer service requests efficiently.	Transfer of all Road Opening Licences applications to Map Road Licence (MRL) system completed. Customer services process for reporting issues and action procedures reviewed and updated.
Develop and progress strategic infrastructural routes, smarter travel and sustainable transport initiatives	Complete Monaghan Town Land Use and Transportation Study.	LUTS completed and strategies incorporated into new Development Plan.
		Short term LUTS recommendations implemented in conjunction with Monaghan MD.
	Implement Road Improvement Schemes identified in the County Development Plan.	Appointment of Consultants for N2 Clontibret to the Border Scheme completed.
		Appointment of Consultants for N2 Ardee to Castleblayney Improvement Scheme completed.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Develop and implement a flood management strategy	Work in close partnership with OPW in delivering the objectives of the CFRAM Programme.	Priorities agreed and applications for funding submitted.
	Deliver Minor Flood Mitigation Works Programme.	Priority list for OPW Minor Improvement Works Schemes established. Funding secured and works completed on 4 minor improvement schemes. Flood Alleviation Scheme design for Monaghan Town centre completed and funding for construction secured.
	Deliver Bridge Rehabilitation Works Programme.	N2 Blackwater Bridge Part 8, Detailed Design, Tender process completed and construction commenced. Rehabilitation works to 6 non-national road bridges completed. Mapping survey of local road bridges completed.
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 safety measures at Tullvaragh junction completed.
	Speed Limit Review project.	Speed limit review on National Roads completed.
	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
	Roads Safety Plan.	2018 actions of the Roads Safety Plan implemented by Road Safety Working Together Group.
	Noise Action Plan	Noise Action Plan reviewed and update completed.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Continue with optimising energy efficiency of public lighting. Maintain the asset management system for public lighting.	Maintain 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.
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 R3: % of motor tax transactions conducted online. Number of transactions conducted in office

Water Services

Monaghan County Council is committed to the development and management of County Monaghan's built and natural assets in partnership with other agencies to best utilise and promote the economic, social and cultural benefit of our citizens. A key element in the delivery of the strategic objective is fulfilling our obligations under the Irish Water / Monaghan County Council Service Level Agreement and managing the implementation of the Rural Water Programme in County Monaghan. These priorities and objectives are summarised below:

Service Objectives/ Priorities	Service Delivery Strategy	Performance Standards
To fulfil obligations under the Service Level Agreement and Annual Service Plan with Irish Water	Deliver on the commitments of the Irish Water / Monaghan County Council Annual Service Plan 2018	Performance achieved on each of the Irish Water Key Performance Indicators
To manage and implement the Rural Water programme	Administer subsidy applications	Annual Subsidy Payments Processed and Recouped (€'s)
	Administer and manage rural water capital investment programme	Administer and Supervise the Rural Water Multi Annual Programme 2016-2018. NOAC W1: Percentage of Private Drinking Water Supplies in Compliance with the Drinking Water Regulations

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 2018 are outlined below:

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
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 VIIIs, etc	Applications processed in compliance with legislative and policy framework. NOAC P2
	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
	Introduce online planning application system	Introduction of 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
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

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Develop a planning policy framework within legislative and policy requirements	Continue the preparation of the Monaghan County Development Plan 2019 – 2025, including adoption of the draft Plan	Review conducted within legislative requirements, and adoption of a draft Development Plan
	Prepare a strategic flood risk assessment for the county	Strategy processed in tandem with the preparation of the County development Plan.
	Assist Roads Section in the preparation and adoption of a Land Use and Transportation Strategy (LUTS) for County Monaghan	LUTS prepared and adopted
	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	Implement the Structures at Risk Fund 2018	Scheme implemented and funds distributed
	Implement Built Heritage Investment 2018	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 2018
	Process the taking in charge of housing developments within legislative and policy requirements as requested	No. of developments taken in charge
	Review historic taking in charge applications currently lodged	Historic TIC applications reduced by 80% in 2018
Manage dereliction and vacancy in towns within the County	Reduce dereliction in our towns through the use of powers available under the Derelict Sites Act	No. of derelict properties which are remediated
	Implementation of the vacant site levy	No. of properties entered on the register

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.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Implement Litter Management Plan, including the provision of enforcement and awareness campaigns.	Review and update Litter Management Plan for period 2018-2021	Litter Plan adopted by Elected Members. NOAC E3 :% of areas within the 5 levels of litter pollution and Percentage Areas within the Five Levels of Litter Pollution
	Deliver targeted litter awareness and enforcement campaign and implement annual CCTV monitoring programme.	One major litter awareness campaign completed. CCTV monitoring programme completed. Funding received from Anti Dumping Initiative
	Deliver Environment Fund 2018	Community groups allocated monies for projects.
	Deliver Spring Clean and Autumn Clean Initiatives	2018 Spring Clean and Autumn Clean program completed.
	Drawdown Litter Awareness funding	2018 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 and delivered upon being cognisant of National Priorities. % inspections completed NOAC E2:% of complaints closed Rating received from EPA.
	Deliver waste prevention projects as part of LAPN	Deliver projects as per 2017 agreement within agreed timeframe in 2018.
	Ensure Monaghan Council operated recycling infrastructure is maintained and operated in a proficient manner.	Bring bank rebranding project completed in conjunction with the Regional Waste Office. Recycling facilities (bring banks, civic amenity sites and Materials Recovery Facility) operated in accordance with all EPA authorisations. Additional bring bank capacity in place.

	Scotch Corner landfill to be managed and operated in accordance with EPA license.	Monitoring reports completed and submitted as per license requirements. Completion of Capping tender by Q2 Substantial Completion of Capping works by Q4.
Implement the River Basin Management Plan 2018-2021 and associated Water Framework Directive requirements.	Deliver targeted environmental awareness and enforcement campaigns	NOAC E1: % of households with access to three-bin service
	Deliver environmental awareness campaigns with schools and youth	85% schools participating in Green Schools Programme.
	Carry out water quality related inspections as per 2018 RMCEI plan. Provision of additional support and guidance to stakeholders on water quality issues in selected catchments. Support the implementation of River Basin Management Plan objectives including further characterisation of the 5 selected recommended areas for action.	% of RMCEI inspections completed as per 2018 RMCEI plan. No. of closed enforcement files. Completion of Phase 2 of the Derryvalley Catchment Pilot Project. Attendance at regional river basin management meetings. Completion of requested reports/assessments working in conjunction with EPA, LAWCO and regional structures.
	Prepare and implement Water Framework Directive river and lake monitoring plan, investigative monitoring plan, bathing water monitoring plan and discharge monitoring plan.	Monitoring Plan Completed.
Implement the policies of the County Development Plan.	Continue to Provide assistance to the Planning section.	Environmental Planning reports submitted on all planning applications referred by the planning section to Environmental Services.
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	No. of corrective action reports No. of enforcement orders issued.

	sampling. Monitor response to recommended corrective actions. Implement enforcement where applicable	
Ensure animal control and welfare	Ensure the welfare of animals admitted to supervised slaughterhouses	No. of welfare inspections carried out at slaughterhouses
	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, Civil Defence & Building Control under this remit are outlined below, together with the performance standards to be met.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Improve effectiveness in Fire Brigade preparedness	Adopt and Implement a Fire & Emergency Operations Plan	Section 26 Plan 2016 adopted by Council and objectives implemented
	Seek capital funding for new fire station in Ballybay & progress Castleblayney Fire Station. Apply for new Fire Appliance Review facilities, fleet and provisions. Acquire funding for equipment and UHF radios.	Inclusion in DECLG Capital Programme
	Maintain each existing fire station	Facilitates Management System in place
		Preventative Maintenance Programmes adopted and implemented
	Provide a quality response to fires and other emergencies	Vehicles, equipment and communication systems maintenance plan in place.
		MoU with NIFRS for RTA cross border incidents in applicable area agreed.
		Actions of Road Safety Plan implemented. New mobilisation equipment and CTri Tetra systems installed
	Further develop Fire Service Health and Safety Systems	New DECLG Standard Operational Guidance implemented (i.e. SOG for Confined Spaces) OHSAS 18001 accreditation update completed Staff awareness programme on Health & Safety systems completed. Review of current PPE requirements completed.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
	Maintain existing fire cover and improve travel time to incident	NOAC F2: Service Mobilisation NOAC F3: Percentage of time in attendances at scenes Full crewing level maintained
Minimise the effects of fire and other emergencies	Implement During Performance Inspection Policy	Number of inspections
	Participate in National Fire Safety Programme	Number of Primary Schools visited
	Participate in Road Safety Working Group	Number of meetings attended and actions implemented
	To continue to prepare for inter-agency operations through participation in appropriate training and exercises	MEM plan reviewed
	Review & implement Community Fire Safety Policy	Number of meetings & Fire safety talks with community & stakeholder groups
		Community Fire Safety Policy adopted and implemented
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
	Operate public consultation and information service. Provide timely support, assistance and processes applications within statutory time frames	No. of pre-applications meetings completed
		2 no. of Agents Forum meetings, and one Agents Workshop conducted per year
		Online Building Control Management System operated
	Construction Products Regulations Policy	Prepare Construction Products Regulations Policy and implement
Build and develop a strong and responsive Civil Defence Unit	Implement Civil Defence Strategy	No. of objectives implemented
		Construction of CD HQ advanced
	Provide assistance to community events	Number of events attended
Implement financial control	Prepare quarterly financial reports Compliance with Public procurement Guidelines	NOAC F1: Cost per Capita of Fire Service Financial reports prepared Charging Policy reviewed.

Culture

The Library, Museum, Heritage 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.

<u>Library</u>

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
	Maintain and develop frontline services and services to schools	Full range of service provided through all branches **My Open Library** Service launched in Carrickmacross Branch, to provide seven days a week access to library facilities. Local history and genealogical resources expanded Ballybay Library opening hours increased by 25% to 20 hours per week. Castleblayney Library opening hours increased by 50% to 30 hours per week NOAC L1: Number of library visits and number of items issued to customers. NOAC L2: Cost of operating the Library service
	Market and Promote the library service	Regular contributions made to County Council website, map alerter app, twitter
	Optimise the use of ICT in managing and delivering modern service systems	Self Service Units and security gates installed in Monaghan and Castleblayney branch libraries. New self service printing, copying and scanning services installed in Clones and Monaghan branch libraries. Local History Online Digital Collection Established
	Develop & implement appropriate policies and procedures	Financial administration policy for library branches in place.
	Strengthen links and develop outreach initiatives, including social inclusion initiatives	Community Outreach services strengthened Isolated communities reached Outreach Statistics increased

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Manage, maintain and enhance library infrastructure	Redevelop Monaghan branch as part of the proposed Peace Campus on the Machinery Yard site	Stage 2 funding application submitted for Departmental approval. Full assistance given to the Design Team to progress the Peace Campus Project.
	Progress the development of a new Castleblayney Branch in Gate Lodge 2, Lough Muckno	Full assistance give to the Design Team to progress the project
	Review condition of all library buildings and initiate remedial works where necessary	Remedial works to County Library HQ and Clones Branch Library completed to address water ingress throughout the structure. Reconfiguration of Clones Branch completed to facilitate the setting up of new Europe Direct Information Centre. Reconfiguration of Carrickmacross Branch completed to facilitate the launch of My Open Library Service Reconfiguration of Library HQ General Office complete
	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, health & wellbeing, arts, culture, heritage and business support services	Implement enterprise-focused initiatives	**Work Matters** service points established to provide Business, Employment and Enterprise information to customers. Hot Desk Facilities installed in Clones, Monaghan and Carrickmacross Branch Libraries. Business and enterprise services for the County provided in partnership with LEO, Intreo Offices 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	**Cavan/Monaghan Science Festival** Programme delivered, in partnership with Cavan County Council, CMETB etc.
		Right to Read Local Literacy Action Plan 2018 delivered. Annual Report issued to National Steering Group

		Culture Night Programme delivered.
		Healthy Ireland at your Library initiative delivered through the branch library network.
		Clones Library established as a **Europe Direct Information Centre** (EDIC), in partnership with the European Commission
		Peace IV **Monaghan Makers Project** delivered
	Deliver Creative Ireland Programme 2017 - 2022	**Cultural & Creative Plan** 2018 in place
		Monaghan **Cultural & Creative Programme 2017 – 2022** in place.

Museum

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Provide accessible, enjoyable and culturally diverse exhibitions and learning resources	Progress new museum as part of the Peace Campus Project	Tender for design of new museum display published. Layout of final display agreed Optimising the space to ensure efficient use of resources
	Develop and build on partnerships with relevant organisations, locally and nationally	Deliver the joint peace projects with the ISPCC and Comhairle na nÓg. Local Authority Museums Network (LAMN) – host border conference highlighting Peace funding in museums Take objects on loan from RAF Museum at Hendon UK
	Develop & Implement Creative Ireland Cultural Strategy	Develop 5 year plan for the county Agree 2018 action plan based on actions from 5 year plan
	Continue to deliver objectives from Museum Strategic Management Plan 2014 - 2018	Agreed actions for 2018 carried out
	Develop new exhibition and events programme for 2018	Launch of exhibition on the story of the Monaghan Spitfire excavated in 2017. Launch of exhibition entitled 'Know Me' telling the story of the people who are socially excluded in Monaghan Launch and delivery of programme of events for Museum 2018
Care, manage and develop our outstanding collections and county heritage	Digitisation and production online of nationally important resources	Publish completed digitised Marron archive on Museum website. Launch research service to mark centenary of War of Independence
	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	Plan for new archive service for County Monaghan. Ensure all Council archives are safely secured and available to the public, where possible
	Continue to develop and care for the collections of the county	Deaccession identified objects from collection in line with museum policy Achieve Maintenance of Full Accreditation under the Museum Standards Programme for Ireland
Promote the museum and all its work to all potential users of the service	Develop museum on-street exhibition initiative	New on street exhibitions in each of the main county towns
	Link in with annual festivals taking place in the county	Museum event at Tydavnet Show, Carrickmacross Festival and Science Week Festival.

	Promote and develop the Monaghan County Museum Friends organisation	Friends Committee constituted and holding meetings. 4 Friends events held during the year
Maintain and modernise the management of the service	Confirmation of Maintenance of Full Accreditation under MSPI	Receive award from Heritage Council confirming maintenance of full accreditation
	Produce new Strategic Management Plan 2019 - 2023	Consultant appointed to work with museum staff in developing new plan Consultations carried out with key stakeholders New plan drafted and agreed by Monaghan Co Co
	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.

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.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Protect and enhance our environment	Implement County Heritage Plan • Research & collecting information • Conservation and management of heritage assets • Building capacity and awareness	Hold quarterly meetings of County Monaghan Heritage Forum.
		New information collected.
		Programme of works implemented.
		Heritage awareness and best practice events programme delivered.
	Adopt new County Monaghan Biodiversity and Heritage Action Plan 2018 – 2022	Joint Plan completed and Adopted by Council members
		Biodiversity Forum established
	Co-ordinate Monaghan Heritage Week	Requisite feedback.
	Lead the European Year of Cultural Heritage initiative.	Communications campaign 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	Quality of advice.
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. Support application to Historic Town Initiative and other programmes including public realm.
Develop and enhance relationships with Regional Authorities to maximise resources of the region, especially border communities	Deliver year 2 of INTERREG CANN biodiversity project	Attendance at 6 steering group meetings for CANN
		Co-ordinate Uplands Site work package and 12 working meetings.
		Deliver targets for Sliabh Beagh as part of project.
	Work with EBR and EU to deliver benefits for Monaghan heritage.	Participate in EU Work plan for Culture, OMC for Sustainable Cultural Heritage Tourism and deliver new recommendations.

Arts

Develop and manage county Monaghan's built and natural assets in partnership with other agencies to best utilise and promote economic, social and <u>cultural benefit of our citizens</u>.
Develop Arts and Culture in Monaghan by giving greater effect to National Policies with special emphasis on engaging younger generations to become involved and aware of the benefits of Arts and Culture in self-development and education

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Initiate key objectives of the Arts Development Plan 2016-2020	Extend the range of opportunities for artists to develop their practice	Professional Artists Grants rolled out and awarded. Bursary scheme in association with Tyrone Guthrie Centre. Support a number of Artists in residency in conjunction with Venue(s) & arts organisation. Programme of exhibitions in The Market House.
	Support Arts venues, festivals and events & organisation	Optimise funding draw down for the Arts across a range of funding opportunities – Peace, LEADER, % for Art, Government Departments, etc Support the Blues Festival committee in developing a Blues Festival programme. Support Festivals and other events in optimising the artistic content in their programmes
	Engage in the delivery of a range of art projects and programmes	Maintain the Market House as an artist resource and information space. Support the development of a management structure for the Arts Studio space in Clones. Work in partnership with local stakeholders to develop and deliver artistic Youth programmes.
	Instigate & assist in the development of the Creative Ireland plan 2018-2022	Develop programmes of Art projects under the 2018 Creative Ireland programme in conjunction with the cultural team. Agree and sign off on Culture Ireland 5 year policy. Deliver a number of Cultural initiatives under Pillar 2 of the strategies and advance projects that fulfil overall C.I. strategy

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.

Service Objectives/ Priorities	Service Delivery Strategy	Performance Standards
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 DRCD
		NOAC Y2: % 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	Manage the implementation and monitoring of the LEADER programme in Monaghan	Programme delivery delivered in line with LDS and targets achieved.
	Manage delivery of the Social Inclusion & Community Activation programme (SICAP) in Monaghan.	Achievement by programme implementer of headline targets and actions Expenditure v agreed SICAP budget.
	Implement and monitor the PEACE IV programme	County Monaghan Peace IV Action Plan implemented Project activity undertaken Spend targets achieved Progress monitored
	Complete and submit application for funding under Shared Spaces priority of Peace IV	Continue to respond to information sought in connection with the application. If successful commence delivery.
	Support delivery of Interreg Project on extension of Ulster Canal Greenway	Project commenced in line with programme requirements.
Work to strengthen local community groups by supporting the Local Community Sector in developing local initiatives	Scope next section of Greenway, from Smithboro to Clones, in anticipation of new National programme of funding being announced in 2019 Commence work on the Innovation/ Science Park concept at Tullyherim site along greenway	Route scoped & costed
		Steering committee in place, terms of reference agreed for the project, design brief devised, budget in place to commission a designer to proceed to full design stage
	Manage and administer the Community and Environment Fund	Funding programme rolled out

Service Objectives/ Priorities	Service Delivery Strategy	Performance Standards
	Support Local Community sector and Community Development initiatives	Community fund presentation event held
	Carry out audit of community sector to determine the state of health of each community, the level of funding going in to each area, and the projects which are likely to come forward from each area over the next 3-5 years	Funding map of county produced, in collaboration with MID 8 in-depth community audits completed by end 2018 8 community profiles drawn up, showing the 'health' of each community, the nature of the support each requires, the needs of the area and advising how best to target resources
	Work with agencies and partners to develop suitable project ideas and make successful funding applications	Funding applications made Improved governance Action plans prepared
Lead the promotion and support of Social inclusion and access to services	Support Local Community sector and Community Development initiatives	County Walking & Cycling Strategy completed & adopted Entry to Pride of Place competition managed Better Energy Communities funding bid to SEAI supported
	Provide development support to community networks: - Public Participation Network (PPN) - Community Reps Network - Tidy Towns Network - Community Safety Network - Older Peoples Network - Youth Consultative Ctee	No. Of meetings held Training events held
	Act as an information conduit for groups, passing on information on funding opportunities, training, fundraising ideas etc as well as motivating, keeping them in touch, giving case studies, project ideas, contact details for help with projects etc	Produce quarterly newsletter Maintain Facebook page Maintain Community section of Council website
	Work with cross-border bodies and structures to develop suitable project ideas	Funding applications made New Memorandum of Understanding with Armagh
	Prepare and develop Public Sector Duty for Monaghan Co	Public sector Duty completed for MCC and MLCDC

Service Objectives/ Priorities	Service Delivery Strategy	Performance Standards
	Co and Monaghan LCDC	
	Co-ordinate Monaghan LCDC Equality sub committee	6 meetings held Action plan for 2018 developed
	Support delivery of Social inclusion and equality actions in Monaghan LECP	Action plan for 2018 delivered
Lead the promotion and support of Social inclusion and access to services	Co-ordinate & manage Social Inclusion Week 2018	18 events, 1000 participants
	Co-ordinate and manage Positive Mental Health Week 2018	Increase number of events and participants.
	Prepare & deliver Age Friendly Action Plan 2018	2018 programme of work implemented
	Prepare Disability Action plan in response to new national disability strategy	Disability strategy developed
	Revise Social Inclusion strategy	Revised Social Inclusion strategy
	Promote "Accessible Guide to Services" booklet & webpage	Accessible Guide to Services booklet & webpage published 18 events, 1000 participants 2018 programme of work implemented
	Co-ordinate & manage Social Inclusion Week 2018	
	Prepare & deliver Age Friendly Action Plan 2018	
Support the Public Participation Network (PPN) in realising its role and function	Identify potential sources of funding for initiatives	Projects identified and progressed to application stage
		Actions delivered Quarterly meetings
	Administer the PPN structure and process in line with legislation and related directives	Annual projects plan prepared New Youth facility/Peace Campus in Monaghan funding application made Needs Analysis completed Youth Network developed Funding sources identified
Support young people in having a voice in their community	Provide Development support to Community Reps Network Manage PPN representation on various committees.	NOAC Y1: Participation in Comhairle na nOg scheme
	Develop and implement Comhairle na nOg action plan Integrate youth development in other relevant Council services	Projects identified and progressed.
Lead the increased participation in sports and physical activity among all sections of the community in the county	Develop and enhance youth facilities in the county	Annual projects plan prepared If application for New Youth facility/Peace Campus in Monaghan is successful work on delivery Youth Network developed Funding sources identified

Service Objectives/ Priorities	Service Delivery Strategy	Performance Standards
	Devise annual operational plan to target specific population groups in Co. Monaghan Support mass participation events and national events for play or recreation Support Club development	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
		No. of events supported (4) No. of participants (1000)
		Grant Scheme administered
	Develop strong communication and information systems	Education & Training programmes delivered

Economic Development /Local Enterprise 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 competeness. The Council's priorities and objectives in this area are outlined below, together with the performance standards to be met.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
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 and Co-Innovate programmes No. of projects supported
Develop a strategy to attract public and private investment	Provide affordable industrial and commercial workspace in the towns	Two no. full planning applications submitted for MTEK/CTEK3 and two no. Outline planning applications submitted for Monaghan Town

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
	Pursue opportunities to improve/upgrade broadband network	Support Rural Broadband Programme; Provide Public Wifi in towns
	Undertake Feasibility Study for Bio Economy and a Centre of Excellence for the Engineering Sector	Complete Feasibility Study
	Assist Enterprising Monaghan in establishing a Food Cluster in Ballybay	Food Cluster Established
	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:

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Provide a programme of of Visitor Information	Produce a Calendar of events	Print version of 2018 Calendar of events produced & disseminated with PDF version available to download on the tourism website. On-line Calendar of events listing updated on www.monaghantourism.com on an on-going basis.
	Manage Facebook and Instagram posts and Twitter content to reflect and promote events and good news stories	Min of 6-8 Facebook posts per month 15-20 Tweets per month 5 Instagram posts per month
	Ensure promotional materials are updated	Organise reprinting of brochures where appropriate
	Maintain profile through effective PR and advertising	Monitored media coverage
	Daily response to on-line, phone and written enquiries	Daily response to on-line, phone and written enquiries as per strategy
	Operate Tourist Office	Tourist Office operated on a Seasonal basis from Easter to end of September
Provide a programme of supports for the tourism trade	Advice and support meetings provided for tourism operators	Individual advice and support meetings provided for tourism operators on request, 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
	Administer Failte Ireland's Regional Festival Funding for 2018	Funding Programme for 2018 delivered and administered

	Trade and relevant community groups assisted in developments where appropriate	On-going advice and support
Support the Community Sector in developing local initiatives	Carrickmacross Lace Gallery supported in set-up in new Market House development	New Gallery installed and properly resourced for development
	Patrick Kavanagh Centre supported to update and enhance its product offering	Major funding application for Visitor Interpretation Upgrade at the Patrick Kavanagh Centre submitted to Fáilte Ireland under the Small Grants Scheme
	Promote significant events that will attract tourists to the County	Major angling events undertaken Expand the attractiveness of key festivals and events
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	Develop Carrickmacross Market House as an outlet for CMX Lace Gallery and Craft Outlet	Refurbished Building open to public in Q2 2018
	Deliver Peace funded Playground Project at Rossmore	Project advanced to installation stage by Q4 2018
	Deliver Inland Fisheries funded new Angling stretch at South Lodge, Lough Muckno	Angling stretch developed and open to anglers
	Continued development of the Ulster Canal	Continue working with key stake holders to further progress the restoration of the Ulster Canal
	Delivering on Ulster Canal Greenway project	
	Upgrade works completed at Sliabh Beagh	Small-scale works undertaken in conjunction with Monaghan MD.
Develop and enhance relationships with key stakeholders Regional Authorities, and access programme that support cross-border cooperation	LEADER Heritage Project	LEADER Co-Operation project for development at Heritage sites progressed through first feasibility phase.
	Undertake meetings with cross-border partners to identify and progress regional projects	1 project progressed to application stage

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 Services/Corporate Assets

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
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. Roll out MinutePad to all Council members by end of Q2 2018
	Manage the annual Register of Electors	Up-to-date Register published in accordance with statutory dates
	Deliver an effective Internal Audit service	Audit committee operating Internal audit work plan approved and implemented Internal audit staff trained
	Undertake annual review of Council's compliance with Code of Practice for the Governance of State Bodies	Council compliance with Code of Practice.
	Fulfil the organisation's responsibilities under the Ethics Framework	Up-to-date and complete Ethics Register in place by 28/02/2018
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 by June 2018 Annual Service Delivery Plan by 31/03/2018 Returns submitted to NOAC by specified date. NOAC report is reviewed and analysed
	Ensure compliance with General Data Protection Regulations	Data Protection Officer appointed Audit of Records completed Data protection policies and procedures in place in accordance with GDP Regulations by May 2018
	Develop appropriate and effective communication and customer care services and systems	Develop corporate policies and procedures – target to develop an additional 5-6 policies in 2018 Communications strategy developed and actions for 2018 delivered
	Ensure compliance with the Official Languages Act 2003	Scéim na Gaeilge actions for 2018 implemented.
	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 statutory timeframes.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Risk Management	Maintain and update Corporate and individual Section Risk Register	Register maintained, reviewed and updated as required
Continue to progress public sector energy efficiency target	Implement 2018 energy action plan	Progress towards 33% reduction in energy usage by 2020 to meet or exceed national targets.
	Monitor and report all energy used by the Council to SEAI.	
	Lead by example in our community in the efficient use of energy, and promote the use of renewables. Deliver on BEC scheme in 2018.	
	Progress energy efficiency programme for public lighting upgrade in 2018. Ensure effective delivery of public lighting maintenance contract	
	Continue to facilitate planning section in the taking in charge of street lighting in 2018.	
Procurement	Work with OGP in for procurement through national tendering competitions.	Value for money achieved
Coordinate the management of the Council's property portfolio	Work with Procurement committee in procuring goods, services and works.	Comprehensive inventory of property in place
Title to all properties perfected
Effective use and management of property achieved
Funding opportunities identified
Provide value for money
	Maintain and update a detailed I.T. based Property Portfolio.	
	Work closely with national asset management group.	
	Coordinate the purchase, sale lease or transfer of all properties by council.	
	Facilitate Water Services in the transfer of property assets to Irish Water	
	Optimise the use of all active properties	Cost-effective service provided to citizens
	Identify sustainable uses for derelict properties and progress towards redevelopment	
	Oversee the management and operation of Monaghan Leisure Centre	Cost-effective service provided to citizens

Health & Safety Unit:

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Manage and implement the Health and Safety Management System (HSMS).	Maintain and update the HSMS's procedures, guidelines, registers' and forms in line with the requirements of OHSAS 18001.	1. Corporate Safety Statement (CSS) in place that is compliant. 2. HSMS up-to-date 3. HSP51 Workplace Wellbeing Procedure developed and approved. 4. Municipal District Section Health and Safety Manual developed and approved.
	Provision of Communication and Training necessary to ensure compliance and consistency.	1. 12 x Health and Safety Unit Monthly Reports produced. 2. 2017 Annual Health and Safety Unit Report produced. 3. Health and Safety Intranet populated with current and relevant safety, health and welfare information. 4. 2 x electronic Health and Safety Newsletters. 5. 4 x Toolbox Talks. 4 x Safety Committee Meetings. 6. European Health and Safety Week. 7. Consult and assist HR with Health and Safety related training
	Develop and implement an Audit, Inspection and Review Process.	1. Review of HSMS (including CSS Management Review) to identify gaps or change required with control measures implemented where identified. 2. Hazard and Risk Assessments conducted as required. Audit and Inspection Programme 2018 in conducted

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 and audited
	Continue to develop and implement strategies to achieve effective procurement that delivers value for money	Year 2 implementation targets of Corporate Procurement Plan 2017-2019 achieved
	Ensure regular monitoring of budgets, follow up on exceptions and timely reporting in all relevant areas	Budget compliance All reports submitted on time Quarterly management accounts prepared and variance analysis reported to Mgt.
	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 2018 service delivery plan for HR is set out below:

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
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 the Local Authority Graduate programme following completion of the recruitment process which is being managed centrally through the Public Appointments Service.
Implement staff development strategies	Implement annual training and development programme	Staff equipped with all the required knowledge, qualifications and skills including technical staff in line with Engineers Ireland Accreditation.
	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. Refresher training to be provided in 2018 for all staff.
	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 them	Clear policies, implemented consistently across the Council. In 2018, refresher training will be provided on both the Disciplinary and Grievance Policies to all staff.
	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

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
	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 progressed to completion. Satisfactory data protection in place
Ensure compliance with legislative and statutory obligations in service delivery	Ensure compliance with General Data Protection Regulations	Audit of records completed General Data Protection Regulations Awareness training provided to all staff Data Protection Policies procedures communicated to all staff in HR

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	• System Availability • Successful Security Audits • Successful Backup & Restore and Disaster Recovery Testing
	Develop and implement a product replacement programme	• Asset Management System maintained • Product Replacement Plan developed • Unsupported products replaced / retired
	Provide Wi-Fi facilities for public access to the internet	• Public Wi-Fi Usage Stats
	Improve and expand our customer on-line services	• NOAC C3: A - Number of visits to website B – Social Media Followers • MapAlerter – No. of Registered Users • No. of Online Services Available
	Develop a mobile applications plan	• Mobile Application Plan developed • Mobile Policy developed • National mobile apps implemented • Mobile device management system in place
	Develop a data management strategy which complies with the relevant Data Protection legislation	• Data Retention Policy developed • Business Continuity Plan developed
	Develop Open Data plan in line with Government initiatives	• Online Open Data Portal Developed • No. of Datasets published
	Continue to provide high quality technical support to all our customers	• No. of Support Calls logged / resolved • Average time taken to respond to and to resolve support requests • I.S. Staff Training Plan developed
	Continue to develop and enhance GIS	• Up to date mapping available • Third party data embedded on schedule as required • Eircodes integrated in all systems where applicable
	Seek to maximise the financial resources available to the organisation	• NOAC C4: Overall cost of ICT provision per WTE • Compliance with Procurement Policy

	National Broadband Plan	• Facilitate delivery of 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

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

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

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

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

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

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

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