Monaghan County Council Annual Service Delivery Plan 2019

Annual Service Delivery Plan 2019

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 2019, which was adopted by the members on 20 November 2018.

The Annual Service Delivery Plan 2019 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 2019 Service Delivery Plan.

3.   Principal Services

The allocations to the different Service Divisions of Monaghan County Council in Budget 2019 are as follows:

Service Division	Funding Approved €
Housing and Building	€7,956,967
Road Transport and Safety	€17,582,022
Water Services	€6,945,585
Development Management	€11,070,146
Environmental Services	€6,371,395
Recreation & Amenity	€4,803,388
Agriculture, Education, Health & Welfare	€468,559
Miscellaneous Services	€5,557,883
Total Budget	€60,755,945

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 2019 include the requirement to comply with the General Data Protection Regulations (GDPR) from May 2018.

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 council's governance and control systems.
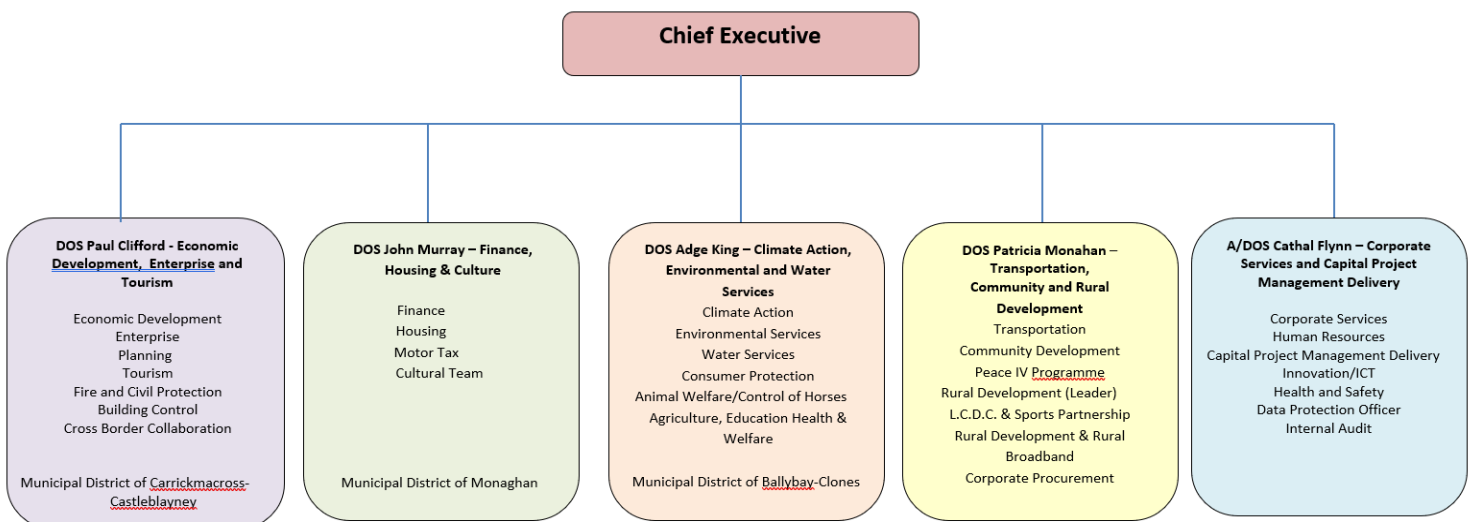
NOAC

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.

The 2017 NOAC Local Authority Performance Indicator report was published on 19 September 2018. In 2017, there were 35 local authority performance indicators. Each indicator is named to have a general idea of what is being measured. Two additional indicators have been added for 2019. (full details on the Service Indicators are included in Appendix 1).

Management Structure

Chief Executive

DOS Paul Clifford - Economic Development, Enterprise and Tourism	DOS John Murray – Finance, Housing & Culture	DOS Adge King – Climate Action, Environmental and Water Services	DOS Patricia Monahan – Transportation, Community and Rural Development	A/DOS Cathal Flynn – Corporate Services and Capital Project Management Delivery
Economic Development Enterprise Planning Tourism Fire and Civil Protection Building Control Cross Border Collaboration Municipal District of Carrickmacross-Castleblayney	Finance Housing Motor Tax Cultural Team Municipal District of Monaghan	Climate Action Environmental Services Water Services Consumer Protection Animal Welfare/Control of Horses Agriculture, Education Health & Welfare Municipal District of Ballybay-Clones	Transportation Community Development Peace IV Programme Rural Development (Leader) L.C.D.C. & Sports Partnership Rural Development & Rural Broadband Corporate Procurement	Corporate Services Human Resources Capital Project Management Delivery Innovation/ICT Health and Safety Data Protection Officer Internal Audit

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 2019	NOAC H1 Social Housing Stock
Manage Housing Support	Support the delivery of Homeless Programme 2018 – 2021	NOAC H6: No. of long-term homeless adults Number of homeless presentations minimised
	Adopt and implement the delivery of the Traveller Programme 2019 – 2024	Better quality homes provided to Travellers
	Implement HAP	120 units for 2019
	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 2019	Increased Social Housing support to persons on Council waiting lists
Improve estate management procedures and quality of estates	Continue Private Rented inspections and specifically enforcement procedures	NOAC H5 Private rented sector inspections
	Implement Anti-Social Behaviour Strategy	Improved quality of life Number of complaints minimised
	Continued 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 Tenant Purchase Scheme	Increased home ownership and mix within estates
	Review allocation policy	Fairness and equality for those seeking housing support
	Carry out Rent Review	
	Carry out Housing Needs Assessment 2019	
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
	Seek funding for an energy efficiency programme for remaining housing stock	Reduced energy consumption and costs for tenants.
	Continuing to 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 50 units in 2019
	Work with Approved Housing Bodies (AHB) to provide additional social housing units	Additional provision of 50 social housing units to be provided in 2019
	Co-ordinate a programme of works to bring derelict/vacant properties back into use	Additional provision of 21 units to be commenced in 2019

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
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.	Construction programme progressed in line with the contract schedule.
	Progress Overlay Schemes on N2 Aclint Bridge to Annamarran, N54 Clanooney N54 Monaghan Town** (subject to TII approval)	Structural overlay on 2.4Km of National Primary and 3.3Km of National Secondary road network completed.
	Deliver National Road Maintenance Programmes.	Defect survey completed, defects identified. Roads repairs prioritised and completed on a risk basis.
	Deliver Regional and Local Road Restoration Improvement	Structural improvement on 38km a of Non – National Network completed.
	Deliver Regional & Local Road Restoration Maintenance.	62 Kms of restoration maintenance of Non-National Roads Network completed.
		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.
		NOAC R2: Completion of Regional Road Grants Works in accordance with agreed Restoration programme.
	Implement LIS & CIS Schemes	Roads upgraded in accordance with available budget
Service Objectives/Priorities	**Service Delivery Strategy**	**Performance Standards**

Maintain appropriate resources to provide a core road maintenance service.	Progress the replacement of the fleet and welfare unit programmes.	1 lorry and 2 crew cabs purchased. 3 new welfare units purchased.
	Ensure availability and access to stocks.	Adequate supplies of critical stocks in place, e.g. salt, bitumen
	Review winter maintenance and severe weather operations.	Winter Maintenance Service Plan delivered. New winter maintenance staffing procedures implemented.
Ensure effective administration and governance of Roads Programmes.	Administer road opening licensing, permits, road closures, signage and customer service requests efficiently. Enforcement of the 1993 Roads Act offences.	All online (MRL) applications processed. Customer services requests actioned, Section 70 (hedge) and Section 76 (drainage) notices enforced.
	Procure all goods and services in line with EU guidelines	All procurement conducted in line with EU, national and MCC guidelines, as appropriate.
	Effective administration of all roads funding streams	Effective management of budgets and recoupment of spend.
Plan, develop and progress strategic infrastructural routes.	Complete Monaghan Town Land Use and Transportation Study.	LUTS document approved by TII and strategies incorporated into new Development Plan.
		Short term LUTS recommendations implemented in conjunction with Monaghan MD.
	Implement Road Improvement Schemes identified in the National County Development Plans. a) Clontibret to the Border b) Ardee to Castleblaney	Project progressed to option analysis stage to commence the preferred route selection.
Maintain & 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.	Works at Kilmore East, Rockcorry; Corfad, Ballybay and Bunnoe River Catchment Area completed.
	Deliver Bridge Rehabilitation Works Programme.	N2 Blackwater Bridge: Construction programme progressed in line with contract schedule. Rehabilitation works on 11 bridges on local & regional roads completed ** subject to Dept. funding allocation.

		Department of Transport & Sport Bridge Survey schedule 2019 completed.
Enhance the safety of the road network.	Progress N54 Tullybryan National Secondary Safety Scheme.	Part 8, CPO, and Detailed Design completed.
	Implement actions in the Roads Safety Plan.	2019 actions of the Road Safety Plan implemented.
	Deliver Safety Improvement Schemes on National road network.	Improved road safety through the completion of identified HD17 safety improvement schemes on national routes.
	Address identified junctions from the N2 Castleblayney to Aclint Safety Review.	Short term safety measures at Tullvaragh junction 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.
	Implement the VRS safety barriers repair/ replacement programme on national routes.	VRS inspected, replaced and repaired.
	Implement actions in the Noise Action Plan.	Implemented year one actions of the 2018-2023 Noise Action Plan.
	Implement Fencing Retrofit programme.	Fencing programme implemented.
	Implement Safety Improvement works scheme on non-national roads.	Completion of 10 schemes.
	Secure funding for regional road Specific Improvement Grants.	Two project proposals submitted to the Department.
	Review and provide report to Planning Dept. on planning applications.	Reviews conducted and roads reports on planning applications provided within required timeframes.

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 2019	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 Programme 2019. NOAC W1: Percentage of Private Drinking Water Supplies in Compliance with the Drinking Water Regulations
	To partner Mayo County Council and Cork County Council in developing a competitive bid for the Rural Water National Shared Service	Submission of a Shared Service bid in partnership with Mayo / Cork County Council.

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.
		One Agents Workshop conducted per year.
		Public counter facility operated daily.
		Operate online planning application information system.
	Introduce and operate online planning application system.	Introduction and operation 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
Review and implement development contribution scheme within legislative and policy requirements.	Review and implement development contribution scheme and ensure compliance through appropriate legislative processes.	Review and adopt revised development contribution scheme. 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	Conclude the preparation of the Monaghan County Development Plan 2019 – 2025, including adoption of the Plan	Development Plan adopted within legislative requirements
	Conclude the preparation of a strategic flood risk assessment for the county	Strategy adopted in tandem with the County Development Plan.
	Assist Roads Section in the completion 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 within legislative and policy requirements
	Complete DoEHLG Housing land availability return	Return completed and submitted
Manage and protect the built heritage within the County	Manage the Record of Protected Structures, including additions and deletions as appropriate.	No of additions / deletions
	Implement the Historic Structures Fund 2019	Scheme implemented and funds distributed
	Implement Built Heritage Investment 2019	Scheme implemented and funds distributed
	Processing of Section 57 Declarations	Processing Declarations within legislative requirements
	Complete annual Part IV statistical return	Return completed
Take in charge housing developments as required. Resolve remaining unfinished housing developments	Process the taking in charge of housing developments within legislative and policy requirements	No. of developments taken in charge
	Resolve remaining unfinished housing developments (UHDs) within the county	All remaining UHDs to be resolved in 2019
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 2018-2020.	Carry out Litter Monitoring Survey Programme.	NOAC E3 :% of areas within the 5 levels of litter pollution.
	Implement litter enforcement programme including CCTV monitoring programme.	NOAC E2: % Environmental Pollution Complaints Closed CCTV monitoring programme completed. Number of on spot fines issued. Comply with all requirements of GDPR.
	Drawdown Anti -Litter Anti-Graffiti Awareness funding	Prepare awareness plan for year and get approval from Dept for selected projects
Implement Connacht-Ulster Waste Management Plan 2015-2021.	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. Draw down of Anti-Dumping Initiative Funding. Assessment rating received from EPA.
	Increase number of householders with access to 3 bin system.	NOAC E1: % of households with access to three-bin service
	Ensure Monaghan Council operated recycling infrastructure is maintained and operated in accordance with contractual obligations.	Annual tonnage collected through recycling infrastructure as recorded in Annual Environmental Report. Recycling facilities (bring banks, civic amenity sites and Materials Recovery Facility) operated in accordance with all EPA authorisations.
	Deliver waste prevention projects as part of National Waste Prevention Programme.	Submit proposal for funding to EPA for waste prevention projects and receive approval for same. Continue to support www.repairmystuff.ie

	Progress programme on works on Historic Landfills identified on Waste Management Act Section 22 Register.	Tier 2 assessments completed as per EPA code of practice and Tier 3 started on identified sites.
Operate Scotch Corner Landfill in accordance with EPA Licence requirements	Completion of closure and aftercare works. Completion of reporting as required by the licence Progress works as required by the EPA	Capping project completed as per agreed specifications. Reports completed as per licence requirements. All works identified by EPA completed by EPA timeframes.
National Climate Change Adaptation Framework	Work with Regional Climate Change Office in Kildare County Council in preparing Local Adaptation Strategy as per Framework	Local Climate Change Adaptation Strategy adopted.
Implement the River Basin Management Plan 2018-2021 and associated Water Framework Directive requirements.	Carry out water quality related inspections as per 2019 RMCEI plan. Support the implementation of River Basin Management Plan objectives.	% of RMCEI inspections completed as per 2019 RMCEI plan. Completion of requested reports/assessments in conjunction with LAWPRO and Regional Catchment Management Team in identified areas of action.
	Prepare and implement Water Framework Directive river and lake monitoring plan, investigative monitoring plan, bathing water monitoring plan and discharge monitoring plan	RMCEI, prepared, approved and implemented. Assessment rating from EPA.
Implement the policies of the County Development Plan.	Continue to assist the Planning section in assessments of Planning Applications.	Environmental planning reports to be submitted on all planning applications of concern.
Ensure food safety compliance at designated sites	Carry out inspections and audits of food businesses (FB's), sampling of food, and	No of inspections and audits completed

	report results to relevant stakeholders	% 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	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	Implementation of Fire & Emergency Operations Plan 2018-2022	Section 26 Plan 2019 objectives implemented
	Seek capital funding for new fire station in Ballybay & progress construction of Castleblayney Fire Station. Apply for new Fire Appliance, review facilities, fleet and provisions.	Fire Appliance, fleet, facilities & provisions included in DHPLG Capital Programme. Castleblayney Fire Station substantially completed
	Maintain each existing fire station	Facilities 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 for next phase
		Actions of Road Safety Plan implemented.
		New mobilisation equipment and CTri Tetra systems installed
		NOAC F2: Service Mobilisation NOAC F3: Percentage of time in attendances at scenes Full crewing level maintained

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
	Further develop Fire Service Health and Safety Systems	New and revised NDFEM Standard Operational Guidance implemented. OHSAS 18001 accreditation audit. Staff awareness programme on Health & Safety systems completed. New PPE delivered.
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 recommendations of Task force on Fire Safety in Ireland and prepare, adopt & implement Community Fire Safety Policy	Number of meetings & Fire safety talks with community & stakeholder groups
		Community Fire Safety Policy adopted and implemented
		No. of Recommendations 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
	Process Dangerous Substance Licences & Vapour Recovery requirements	Number of inspection in-line with RMCEI
	Operate public consultation and information service. Provide timely support, assistance and processes applications within statutory time frames	No. of pre-application meetings completed
		Agents Forum meetings, and Agents Workshop conducted.
		Online Building Control Management System (BCMS) operated and implementation of applications module
	Construction Products Regulations Policy	Construction Products Regulations Policy implement and number of inspections

Build and develop a strong and responsive Civil Defence Unit	Implement Civil Defence Strategy	No. of objectives implemented
		Construction of CD HQ substantially complete
		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.

Library

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Deliver on the key Aims and Objectives identified in the County Library Development Plan 2018 -2022 **Service Objectives/Priorities**	Maintain and develop frontline services and services to schools	Full range of service provided through all branches **Improved Opening Hours** Identify opportunities to expand opening hours in Ballybay and Castleblayney Branches. Hours to be increased in Castleblayney by a minimum of 40% and Ballybay by a minimum of 20% Promote the new **My Open Library** Service available in Carrickmacross Branch, providing seven days a week access to library facilities. Harness Social Media to advertise the service. Target of 200 customers to be inducted into the new service in 2019 **Performance Targets** NOAC L1: Number of library visits and number of items issued to customers. • Target increase of 5% in visits and items borrowed for 2019 NOAC L2: Cost of operating the Library service • Target to remain within Budget for 2019 and to maximise value for money in all expenditure
	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	New Digital Learning spaces established in each of the branch libraries. New Digital Learning Programmes initiated in each of the branch libraries. New self-service tablet kiosks installed in Carrickmacross, Monaghan and Clones Branches Local History Online Digital Collection Established New self-service printing, copying and scanning services installed in Clones Branch Library
	Strengthen links and develop outreach initiatives, including social inclusion initiatives	Continue to identify opportunities to strengthen existing and develop new outreach initiatives. Undertake an overall review of the effectiveness of the current range of outreach events provided by the County Library Service Select a second location for the provision of direct outreach services to isolated rural communities (Mullyash Community Centre the 1st location identified) **Performance Targets** Community Outreach services strengthened Outreach Statistics increased by 5%
	Service Delivery Strategy	**Performance Standards**
Manage, maintain and enhance library infrastructure	Redevelop Monaghan branch as part of the approved Peace Campus on the Machinery Yard site	Work with other key stakeholders on the development of the Peace and Reconciliation Activities Programme for the Peace Campus.

		Input provided to the Project Design Team regarding the design and layout requirements of the new public library.
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	Progress the development of a new Castleblayney Branch in Gate Lodge 2, Lough Muckno	Full assistance given to the Design Team to progress the project and secure funding. If the combined Stage 1&2 submission to the Department is successful, proceed to the preparation and submission of Stage 3 application to tender for construction. If funding is not available under the Library Capital Programme, investigate all alternative funding options.
	Review condition of all library buildings and initiate remedial works where necessary	Progress remedial works to County Library HQ and Clones Branch Library Work with Ballybay/Cones MD to complete the reconfiguration of Clones Library Car Park, in conjunction with the new Council housing development on the adjoining site. Complete the reconfiguration of Library HQ General Office
	Participate in MCC energy-reduction initiatives	Seek out opportunities to be involved in 1-2 MCC energy reduction programmes
	Implement enterprise-focused initiatives	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	Continue Carrickmacross and Clones branches as part-time tourist offices
	Partner with other agencies in education and resource-sharing initiatives	

	Partner with other agencies in education and resource-sharing initiatives	Continue to develop our partnership with **CMETB** as agreed under the ETBI/LGMA Protocol Agreement.
		Cavan/Monaghan Science Festival Programme 2019 delivered, in partnership with Cavan County Council, CMETB etc.
		Develop and deliver **Right to Read** Local Literacy Action Plan 2019. Issue annual report to National Steering Group. **Right to Read** Champion status achieved on behalf of Monaghan County Council
		Full **Culture Night** Programme delivered.
		Healthy Ireland at your Library initiative will be delivered through the branch library network, in partnership with Monaghan County Councils **Healthy Ireland Programme** Coordinator
		Europe Direct Information Centre (EDIC) Service, delivered in Clones Branch Library, in partnership with the European Commission
		Ensure Peace IV **Monaghan Makers Project** is completed, and funding is drawn down.
	Deliver Creative Ireland Programme 2017 - 2022	**Cultural & Creative Plan** 2019 in place. The Creative Ireland programme will continue to be coordinated through the library service for 2019, based on the Creative Ireland Programme 2017 - 2022. All funding will be sourced and distributed in accordance with the Annual Plan
		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	Work in partnership with the Library, Youth Services and all relevant stakeholders in Monaghan to develop action plan for 2019 Peace Campus programme of events
	Develop & Implement Creative Ireland Cultural Strategy	Deliver on actions outlined in 2019 programme plan Facilitate funding towards community groups through Creative Ireland grant programme
	Develop new exhibition and events programme for 2019	Launch Monaghan war of Independence Files online research service Host event to unveil restored Uilleann Pipes which belonged to the third Lord Rossmore, mid 1800's Launch and delivery of programme of events for Museum 2019
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 & 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 Review entire collection in the context of moving to the new museum store at the Peace Campus
Promote the museum and all its work to all potential users of the service	Develop museum on-street in Castleblayney	New on street exhibition launched in partnerships with Carrickmacross and Castleblyaney MD and Castleblayney History Society
	Link in with annual festivals taking place in the county	Museums events at Cavan Monaghan Science festival and Blues Festival

	Promote and develop the Monaghan County Museum Friends organisation	Friends Committee constituted and holding meetings. Friends Lecture in February Friends Behind the Scenes tour of the National Museum in April
	Produce new Strategic Management Plan 2020 - 2024	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 and in the local implementation of the National Heritage Plan and National Biodiversity Plan. The Heritage section's priorities and objectives are outlined below, together with the performance standards to be met.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Protect and enhance the built, natural, cultural and community heritage of County Monaghan and increase awareness, understanding, responsibility and enjoyment of it by all.	Implement County Monaghan Heritage Plan through: • Research & collecting heritage information • Conservation and management of heritage assets • Building capacity and awareness	Priorities for 2019: • Hold quarterly meetings of County Monaghan Heritage Forum to advise and share information and best practice. • Edit and publish Black Pig's Dyke Archaeological Monograph. • Monaghan County Council adopt the All-Ireland Pollinator Plan and implement selected actions for 2019. • Update heritage information on Council website and GIS. • Deliver heritage awareness and best practice events programme focusing in 2019 on pollinators, heritage and climate change. • Publish minutes of meetings on Council website. • Increase involvement of heritage office in capital heritage projects and tourism initiatives.
	Seek funding from Heritage Council and other agencies including Creative Ireland.	• Outside funding secured for 2019. • Work with Culture Team on implementation of Creative Ireland in Monaghan. • Develop package of projects.

	Draft and agree new County Monaghan Biodiversity and Heritage Action Plan 2019 – 2022	• Adoption of new plan by Council members • Establish Monaghan Biodiversity Forum
	Co-ordinate Monaghan Heritage Week & support other key days – National Bee Day, Biodiversity Week, Culture Night etc.	• Number of attendees • Requisite feedback • Communications campaign delivered.
	Support the development of strong local heritage sector and national heritage sector	• Lead County Monaghan Heritage Forum • Support and advise community led heritage groups • Support Local Authority Heritage Officer Network • Submission to new National Heritage Plan • Organise local consultation for new National Heritage Plan
Contribute to the implementation of the County Development Plan	Assist the planning authority with heritage information	Heritage assessment reports for relevant planning applications and other development consent applications.
	Provide advice about 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 applications 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 3 of INTERREG Collaborative Action for the Natura Network (CANN) biodiversity project	Attendance and reporting at 6 steering group meetings for CANN and cross-border agency meetings
		Co-ordinate Uplands Site work package and 12 work package meetings.
		Deliver targets for Sliabh Beagh as part of project for 2019: • Bog restoration through drain blocking to meet

		EU Habitats Directive requirements.
	27	• Deliver cross-border Fire Risk Management Plan. • Hold local stakeholder meetings.
	Work with European structures to deliver benefits for heritage.	Heritage Officer to 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 objectives from the Arts Development Plan 2016-2020 & The Creative Monaghan plan 2018-2022	create opportunities for artists to develop their practice	Artists Grants rolled out and awarded. Bursary scheme in association with Tyrone Guthrie Centre. Support Artists in residency in conjunction with Venue(s) & arts organisation using M.O.U. Programme of exhibitions/workshops in The Market House.
	Support Arts venues, festivals and events & organisation	Assist in funding applications for the Arts across a range of funding opportunities, through Government Depts, the Arts Council and other agencies 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 assist in the development of artistic programmes. Work with and develop partnerships with the cultural sections within MCC
	Develop an artist and arts community led initiatives under creative Monaghan	Support and develop Art projects under the 2019 Creative Monaghan programme in conjunction with the cultural team. Deliver arts initiatives under Pillar 2 of the strategies and advance projects that fulfil overall C.I. strategy

	Support children & Young People through arts-based initiatives	Maintain role to with local Arts in education partnership to develop and enhance youth programmes in the area.
		Work with and assist the Music generation programme in fulfilling some of its core objectives.
		Under pillar 1 of creative Ireland support development that enhance children & young people

Community Development

In its Corporate Plan, Monaghan County Council is committed to ensuring that everyone in our community has an opportunity to become actively engaged in shaping the future development of the County. Monaghan County Council is committed to leading the promotion and support of Social Inclusion and access to services through the review, development and implementation of its strategies. 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
	Implement Mid Year Review of LECP	Mid Year Review of LECP conducted
	Implement changed to LCDC on foot of Departmental review of LCDCs Nationally.	Any changes implemented.
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.
	Article 48 Check process commenced and delivered	Staff trained for delivery of Article 48 checks and checks carried out as required.
	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. Mid-Year and End Year Reviews conducted.
	Manage and implement range of DRCD funding programmes, i.e., Clár, T&V, CEP, Rural Rec, Community Day/Weekend, etc	Programmes delivered, and funding made available to groups.
	Implement and monitor the PEACE IV programme	County Monaghan Peace IV Action Plan implemented Project activity undertaken Spend targets achieved Progress monitored
	Implement and monitor the 'Peace Campus' project under the regional Shared Spaces PEACE IV programme	Letter of offer conditions approved Project activity undertaken Spend targets achieved

Service Objectives/ Priorities	Service Delivery Strategy	Performance Standards
		Progress monitored
	Implement delivery of Healthy Ireland Fund Action Plan Manage and support the Health & Wellbeing sub committee Develop Healthy Monaghan Plan	Actions delivered 9 meetings held Healthy Monaghan Strategy produced
	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
	Support Local Community sector and Community Development initiatives	Community fund presentation event held Property Marking Scheme in place & running well A county-wide Community Text Alert system set up
	Local communities supported by producing Local Community Plans', 8 per year, until all communities have a plan in place. Each community met once a year to review progress once plan is in place.	Four community plans from 2018 finalised and published. Eight community plans completed during 2019.
	Work with agencies and partners to develop suitable project ideas and make successful funding applications	Funding applications made Improved governance Action plans prepared
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

Service Objectives/ Priorities	Service Delivery Strategy	Performance Standards
	Provide development support to community networks: - Public Participation Network (PPN) - Community Reps Network - Tidy Towns Network - Community Safety Network - Older Peoples Network - Women's Network - Arts Network - Youth Network	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
Support young people to have a say in their community & local decision making.	Manage and deliver Comhairle na nÓg programme.	NOAC Y1: Participation in Comhairle na nÓg scheme
		Programme delivered as per Action Plan.
	Equality Impact assessment on customer service delivery methods	Equality Impact assessment template developed. Equality Impact assessment on customer service delivery methods complete.
	Development of Public Sector Duty plan for Monaghan County Council	Public Sector Duty pilot project and case study produced and launched. Public sector duty plan developed for Monaghan County Council that sets out the actions required in (IHREC ACT 2014).
Promote equality and inclusion for all service users by developing cross departmental actions and	Development of Monaghan Age Friendly Strategy 2019-2024.	Inclusive consultation process completed. Age Friendly Strategy produced and launched.

Service Objectives/ Priorities	Service Delivery Strategy	Performance Standards
policies the support universal access to the services of Monaghan County Council To raise awareness among staff on the diversity of our population and the barriers some service users may experience when trying to access services. Facilitate and support the work of the Local Community Development Committee (LCDC)	Develop and deliver Disability action plan for Monaghan County Council 2019	Establishment of new Older people's network. Information workshop with staff on implementing: Inclusive playground policy, Inclusive consultation policy delivered. Disabled parking awareness raising campaign and signage programme delivered. Local Election 2019 awareness programme delivered.
	Develop brief cultural profile of county Monaghan and the barriers to accessing services experienced in our communities.	Customer cultural profile produced and circulated to all staff.
	Co-ordinate and support the work of Monaghan Equality Sub-committee. Support the implementation of 4 social inclusion related actions within Monaghan LECP	6 meetings of Equality subcommittee held Customer cultural profile produced and circulated to all service providers Equality Impact assessment template and guide developed and launched with all service providers Local Election 2019 awareness programme delivered. Social Inclusion week 2019 delivered
	Co-ordinate and facilitate the work of Monaghan Drugs and Alcohol forum within Monaghan LCDC Support the implementation Monaghan Drugs and Alcohol strategy	6 meetings of Drugs and Alcohol forum held False Identification campaign delivered Research into substance misuse in Traveller community completed

Service Objectives/ Priorities	Service Delivery Strategy	Performance Standards
		Service delivery protocol pathway developed
Support Youth Organisations in delivering and developing local initiatives	1 -Co-ordinate and support the work of Monaghan Youth Network 2 – Support the implementation of youth related actions	Nine meetings of Network held Actions delivered
Increase Opportunities for Youth Development Initiatives in each MD	1 – Identify and deliver projects in each MD 2 – Support MD's and Comm Dev to develop playgrounds plan.	Three Projects Developed Playground Strategy produced
Develop a Migrant Integration/Inclusion Strategy for County Monaghan	1 - Profile of migrants in the county produced. 2 - Inclusive consultation process completed.	Migrant Integration/Inclusion Strategy produced and launched.
	Finalise and Launch the new strategic plan	New Plan launched by end Q1
	Devise annual operational plan to target specific population groups in Co. Monaghan (including Children, Older Adults, People with a disability)	No. of programmes delivered (15) targeting rural communities, females, people with a disability, young people, older adults
	Support mass participation events and national events for play or recreation (e.g., Operation Transformation National Walk, National Bike Week, National Play Day, National Recreation Week)	Number of National Events Supported (4) At least 1,000 people in the County participating across all events
	Support programmes directed at Primary Schools	50 Teachers to have attended training supports 20 Schools participating in programmes
	Support Club development through training and education timetable	Education & Training timetable developed Q1 and min 10 training courses provided for sports club volunteers 2019 Grant Scheme processed
	Develop strong communication and information systems	New systems in place to add with communications to general public vis newsletter, e-zine, etc
Lead the increased participation in sports and physical activity among all sections of the community in the county	Deliver on proposed initiatives funded by Healthy Ireland including participation programmes for Pre-School age Children in conjunction with County Childcare Committee and Men's Activity Programme	Programme of supports programmes developed for Childcare Services including, Buntús Training, Balance Bike and Fundamental Movement Skills Men's Community Activity developed and coordinated

Service Objectives/ Priorities	Service Delivery Strategy	Performance Standards
	Finalise and launch new Strategic Plan for Monaghan Sports Partnership	New Strategic Plan launched by end Q1
	Devise annual operational plan to target specific population groups in Co. Monaghan (including Children, Older Adults, People with a disability).	No. of programmes delivered (15) targeting rural communities, females, people with a disability, young people, older adults
	Support mass participation events and national events for play or recreation (eg Operation Transformation National Walk, National Bike Week, National Play Day, National Recreation Week)	Number of National Events Supported (4) At least 1,000 people in the County participating across all events
	Support programmes directed at Primary Schools	50 Teachers to have attended training supports 20 Schools participating in programmes
	Support Club development through training and education timetable	Education & Training timetable developed Q1 and min 10 training courses provided for sports club volunteers 2019 Grant Scheme processed
	Develop strong communication and information systems	New systems in place to add with communications to general public vis newsletter, e-zine, etc
	Deliver on proposed initiatives funded by Healthy Ireland including participation programmes for Pre-School age Children in conjunction with County Childcare Committee and Men's Activity Programme	Programme of supports programmes developed for Childcare Services including , Buntús Training, Balance Bike and Fundamental Movement Skills Men's Community Activity developed and coordinated

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 competiveness. 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 1029 No. of referrals 35 No. of events/participants 41 NOAC J1: No. of new jobs created 141 NOAC J2: Trading Online Vouchers 16 NOAC J3: No of mentoring receipts 97
	Provide access to a range of appropriate funding mechanisms, including LEO grants, LEADER funding and Microfinance Ireland	No. of grants provided 24 No of businesses assisted with grant applications 30
	Avail of European funding opportunities to promote business development	Amount of funding secured €61271 No. of projects supported 65
	Identify training and development needs of businesses. Develop and/or deliver relevant courses and apprenticeships	No. of apprenticeship schemes delivered in conjunction with ETB 2 No. of first and second year courses delivered in conjunction with DKIT and ETB locally No. of training, mentoring, and management development courses delivered 13
	Manage and develop appropriate enterprise infrastructure at local level	Survey of availability updated In Progress No. of businesses accommodated 9 No. of facilities provided 0
	Promote and market local areas as a location for investment	No. of promotional interventions 5 NOAC J1: No. of new jobs created 141
	Participate in Cross-Border initiatives	Participation in PLATO and Co-Innovate programmes 97 No. of projects supported 97

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
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 outline planning applications All applications approved
	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. 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 2019 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 (individuals and community groups) on request, particularly those interested in applying for funding
	Trade workshops organised	2 workshops organised to support trade with regard to Ireland's Ancient East initiative
	Administer Failte Ireland's Regional Festival Funding for 2019	Funding Programme for 2019 delivered and administered
Support the Community Sector in developing local initiatives	Trade and relevant community groups assisted in developments where appropriate	On-going advice and support

	Support Farney Development Group in the delivery of an interactive visitor experience at Carrickmacross Workhouse Assist group in upgrading the tour experience and in training of tour guides	New best practice Ireland's Ancient East Visitor experience developed and installed in the Children's dormitory
	Deliver major new interactive visitor experience at the Patrick Kavanagh Centre	New best practice Ireland's Ancient East Visitor experience developed and installed
	Promote significant events that will attract tourists to the County	Pr articles in national papers and on-line travel blogs
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 artisan craft studios in Carrickmacross Market House as work spaces for local artists/crafters	Refurbished wings of the Building open to public in Q4 2019. Works to be undertaken by Carrickmacross-Castleblayney MD with support from the Tourism unit
	Deliver Peace funded Playground Project at Rossmore	Playground to be open to the public in Q2 2019
	Deliver recreational facility improvements at Rossmore as funded by the Outdoor Recreation Infrastructure Scheme	Facilities/enhancements delivered by Q4 2019
	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	
	Destination branding and signage works at Sliabh Beagh	Initial phase of branded signage on Sliabh Beagh rolled out by Q3 2019 by Ballybay-Clones MD in conjunction with Tourism unit
Develop and enhance relationships with key stakeholders Regional Authorities, and access programme that support cross-border cooperation	LEADER Heritage Project in conjunction with Cavan and Louth County Councils	Phase 1 (technical assistance) delivery of LEADER Co-Operation project for development at Heritage sites completed by Q3 2019.
	Undertake meetings with cross-border partners to identify 1 other tourism Co-operation project	1 further co-operation project progressed to application stage

Corporate Assets

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. The Council seeks to develop and manage County Monaghan's built assets to best utilise and promote economic, social and cultural benefits. This is to be undertaken on the bases of informed decisions, implementing sound financial management and control systems that will enable organisational and operational efficiency. The specific priorities and objectives for the Corporate Assets and Energy Section are outlined below, together with the performance standards to be met.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Asset management of Public Lighting & continued optimisation of energy efficiency	Maintain a comprehensive Public Lighting inventory.	Detailed inventory in place.
	Effective asset management of Public Lighting infrastructure and ensure effective delivery of Public Lighting maintenance contract.	Public Lighting Asset register is up to date and accurate. Maintenance contract is managed. Continue replacement of SOX Lighting.
	Upgrade Public Lighting to maximise energy efficiency and progress our energy efficiency programme for Public Lighting upgrade in 2019.	Progress achieved towards National energy reduction target of 33% by 2020. 3.5 % target for 2019. Continue the roll out of LED Lighting in County.
	Continue to facilitate Planning Section in the Taking in Charge (TIC) of Public Lighting in 2019.	Public Lighting in TIC estates to be made compliant in a timely manner.
Continue to progress Public Sector energy efficiency target	Prepare & implement 2019 Energy Action Plan.	Complete energy projects in accordance with EAP.
	Review and update Corporate Energy Policy.	Updated Energy Policy in place. Policy approved by SMT.
	Monitor and report all energy used by the Council to SEAI.	All data uploaded to SEAI. Annual P.S. Report published by SEAI.
Delivery of Capital Programme	Deliver on BEC scheme in 2019. Drive the efficient use of energy and promote the use of renewables.	Progress towards 33% reduction in energy usage by 2020 to meet or exceed national targets. 3.5 % target in 2019.
	Prepare Annual three year Capital Programme.	Capital Programme prepared and presented as part of Annual Budget.
	Project Governance.	Ensure policies in place for effective Governance of Capital Projects (e.g. PID). Prepare monthly Capital Programme for S.M.T.

	Coordinate and assist in delivery of Capital Building Projects across organisation.	Ensure effective cost controls, time management, risk mitigations are in place and continuous monitoring and review. Delivery of building projects.
	Identify sustainable uses for Council owned derelict properties and progress towards redevelopment.	Identify sustainable redevelopment of Council derelict properties. Funding opportunities identified.
	Work with Corporate Procurement Team in delivering Capital Projects.	Compliance with Procurement Governance and Guidelines.
Coordinate the management of the Council's property portfolio & ensure appropriate facilities for the delivery of services	To progress Capital projects in 2019.	PEACE Campus to progress to Construction in 2019. Corporate HQ Building to progress to design in 2019. Monaghan Town Building to be completed and successful relocation of Planning Department to building. Newbliss Arts Centre to progress to Construction in 2019. Castleblayney Library at Gate House No. 2 to progress to Construction in 2019. Clones P.O. to be completed in 2019. Arts facility and studio spaces to be occupied.
	Maintain and update a detailed I.T. based Property Portfolio.	Roll out of new Property Interest Register to staff throughout the Council, which will record an up to date comprehensive inventory of property currently owned by M.C.C. Progress ownership of title for unregistered properties. Effective use and management of property achieved across organisation. Put in place and support property management committee to support all property owning sections of the council. Provide value for money.
	Work closely with National Asset Management Group.	Ensure National database is up to date.
	Implement the recommendations of the L.G. A.S. VFM report No. 30	Put in place policies, systems and procedure to insure compliance with 37 recommendations.
	Put in place new policy for the acquisition and disposal of Property Assets to ensure effective governance of the purchase, sale, lease & transfer of all properties by Council.	Effective Governance in place for Monitoring and Reporting and brought through the appropriate approval processes. All disposals in line with Section 183 of L.G. Act.

		Ensure all Acquisition & Disposals are recorded on PIR system.
	Put in place policy and procedures for Property Asset Management.	Property Asset Management Plan prepared. Compliance with LGAS VFM 30 Property disposal policy in place.
	Facilitate Water Services in the transfer of property assets to Irish Water.	Ensure transferred assets are correctly reported in PIR.
	Optimise the use of all active properties.	Annual Report of Property Assets prepared.
	Ensure office facilities in place for the effective delivery of Council Services.	Monitoring of KPIs and Metrics. Annual Review of Office Space Utilisation. Annual review of workspace needs.
	Coordinate maintenance and management of Council Building Portfolio.	Systems in place for planed and response maintenance in accordance with LGAS VFM 30. Record and Monitor property; metrics, KPI's and benchmark. Record & Review Ratio of Planned and Response maintenance. Work with property owning sections to compile annual planned maintenance report .
	Work with Corporate Procurement Team & OGP in procuring goods, services and works.	Compliance with Procurement Governance and Guidelines. Ensuring utilisation of OGP frameworks where appropriate.
	Oversee the management and operation of Monaghan Leisure Centre.	Cost-effective service provided to citizens.

Support Services

The delivery of the front-line services to the public is underpinned and supported by the services provided internally by the Corporate, Health & Safety, 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:

<u>Corporate Services</u>

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.
	Manage the annual Register of Electors	Up-to-date Register published in accordance with statutory dates
	Organise Local Elections and Election Count	Successful elections and count. First meeting of new council held within specified time period.
	Prepare new SPC Scheme, establish new SPC's	New CPG/SPCs established.
	Fulfil the organisation's responsibilities under the Ethics Framework	New Ethics Registrar appointed. Up-to-date and complete Ethics Register in place by 28/02/2019
	Prepare Draft Corporate Plan 2019 - 2024	Strategy in place to guide work of Council for next 5 years
	Support good governance through an effective audit process	The 2019 Internal Audit Plan is delivered. The 2019 Audit Committee work plan is delivered. Training is undertaken for Staff and the Audit Committee. Establish the Audit committee following the Local Elections.
	Deliver an effective Internal Audit service	Audit committee operating Internal audit work plan approved and implemented Internal audit staff trained
	Prepare reports, work programmes and reviews in line with corporate governance requirements.	Annual report adopted by June 2019 Annual Service Delivery Plan by 31/03/2019 Monthly Management Report submitted to Council Returns submitted to NOAC by specified date. NOAC report is reviewed and analysed.

Ensure compliance with legislative and statutory obligations in service delivery	Implement appropriate measures to achieve compliance under General Data Protection Regulation (GDPR)	Appropriate policies, protocols and procedures demonstrating that MCC is achieving compliance with data protection legislation Adoption of a comprehensive security programme ensuring protection of personal data Delivery of awareness training to all staff to ensure compliance with data protection
	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 2019 Communications strategy developed and actions for 2019 delivered
	Ensure compliance with the Official Languages Act 2003	Scéim na Gaeilge actions for 2019 implemented.
	Progress roll out of National Catalogue of Services Project	Single Point of Contact established Phase I of National Service Catalogue in place
	Ensure compliance with Children's First Act 2015	Designated Liaison Person identified Risk Assessments conducted Child Safeguarding statement completed and displayed
	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.
Risk Management	Maintain and update Corporate and individual Section Risk Register	Progress training on new Risk management software system Register maintained, reviewed and updated as required
Procurement	Work with OGP in for procurement through national tendering competitions. Work with Procurement team and steering committee in procuring goods, services and works.	Value for money achieved
Governance	Implement the proposed Code of Governance for Local Authorities	Improved standard of governance within the organisation

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. HSP11 Employee Training Audit
	Provide support, assistance, advice and training to management, supervisors and staff to help ensure: - the health and safety of employees and visitors and - compliance with statutory obligations and responsibilities	1. 12 x Health and Safety Unit Monthly Reports produced. 2. 2018 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. 6. 4 x Safety Committee Meetings. 7. Activities scheduled for European Health and Safety Week. 8. Consultation and assistance provided to HR with Health and Safety related training 9. Advice and support provided, to seek to reduce, minimise or eliminate occupational risk and accidental loss
	Develop and implement an audit, inspection, investigation 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. 3. Investigations and reports conducted as required. Assistance and cooperation provided to relevant statutory agencies. 4. Audit and Inspection Programme 2019 conducted as per Operational Plan 2019.

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
	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 2019 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	Supporting the staff recruited under the Local Authority Graduate programme and under the Accounting Technicians in Training Scheme.
Implement staff development strategies	Prepare and implement the People Strategy	Three objectives to be agreed for 2019
	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 below 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 them	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

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
		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 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 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 Testing - Successful Disaster Recovery Testing - Business Continuity Plan developed
	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 strategy developed - Data Retention Policy 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

Performance Indicator H5:   Private Rented sector Inspections

Performance Indicator H6:   Long Term Homeless Adults

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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 49-59

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3. Water

Performance Indicator W1:   % Drinking water in private schemes in compliance with statutory requirements

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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

*Performance Indicator E4:   % of schools that have been awarded Green Flag Status

NOAC Report: Page 61-65

*New indicator for 2019

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 66-69

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 70-72

7. Library/Recreation

Performance Indicator L1:   Library Visits & Issues

Performance Indicator L2:   Cost of operating a Library service

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8. Youth/Community

Performance Indicator Y1:   Participation in Comhairle na nÓg scheme

Performance Indicator Y2:   Groups associated with the PPN

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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

*Performance Indicator C5:   Overall cost of ICT as a proportion of Revenue Expenditure

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* New indicator for 2019

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10. Finance

Performance Indicator M1:   5 year summary of Revenue Account balance

Performance Indicator M2 (A):   5 year summary of collection levels for Commercial Rates

Performance Indicator M2 (B):   5 year summary of collection of Rent & Annuities

Performance Indicator M3 (C):   5 year summary of collection of Housing Loans

NOAC Report: Page 80-87

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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

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2017 Social Housing Output Delivery

Table 1   Build

Table 2   Acquisition

Table 3   Leasing

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