

Monaghan County Council

Annual Service Delivery Plan

2020



Adopted at March 2020 County Council Meeting

Annual Service Delivery Plan 2020

Introduction

Section 50 of the Local Government Reform Act 2014 requires the local authority to prepare an Annual Service Delivery Plan. The Annual Service Delivery Plan translates the objectives of the Corporate Plan 2020 - 2024 into detailed supporting strategies for service delivery. It takes account of, and is consistent with, Budget 2020, which was adopted by the members on 19th November 2019.

The Annual Service Delivery Plan 2020 identifies the services to be provided and the standards to be delivered, monitored and evaluated to ensure that optimum delivery of services is achieved.

The plan provides a clear focus to enable the elected members, staff of Monaghan County Council together with key stakeholders 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 and strategies that set out policies and objectives for all of its functional programmes, in particular, the following:

- Monaghan County Council Corporate Plan 2020-2024
- Service Level Agreement with Irish Water
- Monaghan County Development Plan 2019-2024
- 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 2020 Service Delivery Plan.

Principal Services

The allocations to the different Service Divisions of Monaghan County Council in Budget 2020 are as follows:

Service Division	Funding Approved €
Housing and Building	€7,805,048
Road Transport and Safety	€19,255,128
Water Services	€8,763,782
Development Management	€10,956,025
Environmental Services	€6,591,481
Recreation & Amenity	€4,912,019
Agriculture, Education, Health & Welfare	€517,254
Miscellaneous Services	€6,978,286
Total Budget	€65,779,023

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

Municipal Districts have responsibility for the 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. The schedule sets out priorities for works, infrastructure provision or activities to local facilities and amenities within their functional division having regard to centrally allocated budgets. Funding is allocated through the General Municipal Allocation and opportunities to develop new projects are available from national government schemes/programmes, EU/Peace/Intereg or initiatives from other bodies.

Municipal Districts provide many supports to initiatives aimed at local community 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 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 meetings are held monthly. 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 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.

Performance Assessment

In assessing performance in the delivery of services, Monaghan County Council operates a performance 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. Target performance objectives and standards are set, and the effectiveness of overall performance is assessed. MonaghanStat ensures that the organisation implements strong leadership and assigns 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.

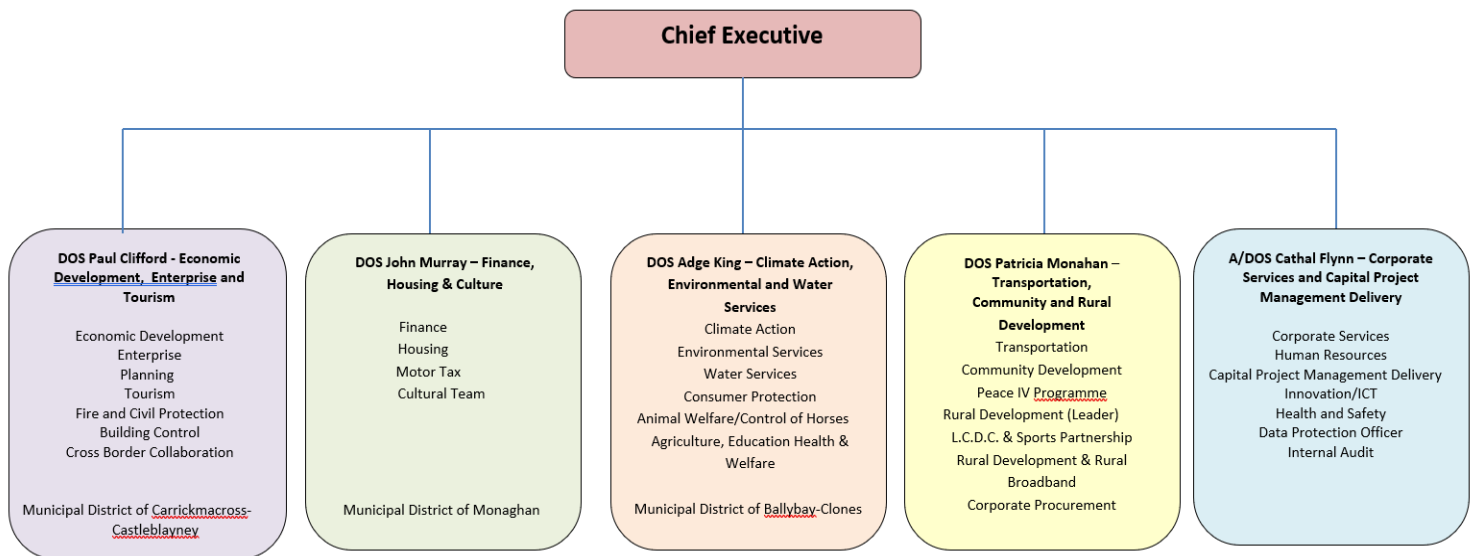
NOAC

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 2018 NOAC Local Authority Performance Indicator report was published in September 2019. In 2018, there were 37 local authority performance indicators. Full details on the Service Indicators are included in Appendix 1.

Management Structure



Housing and Building

In the 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 Delivery Programme 2016 – 2021 “Rebuilding Ireland”	Deliver Housing Capital Programme for 2020	NOAC H1 Social Housing Stock
Manage Housing Support	Support the delivery of Homeless Programme 2018 – 2021	NOAC H6: Number of long-term homeless adults Number of homeless presentations minimised
	Adopt and implement the delivery of the Traveller Programme 2019 – 2024	Provide 7 units of accommodation through various sources for traveller households Complete the redevelopment of 11 bays in Gortakeegan to houses Better quality homes provided to Travellers
	Implement HAP	150 units for 2020
	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 2020	Increased Social Housing support to persons on Council waiting lists
	Continue Private Rented inspections and specifically enforcement procedures	NOAC H5 Private rented sector inspections
Improve estate management procedures and quality of estates	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
	Implement consultation initiatives with older groups and disabled groups	NOAC H4 Housing Maintenance Cost

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
	Implement Tenant Purchase Scheme	Increased home ownership and mix within estates
	Review allocation policy particularly to reflect older persons and disabled groups	Fairness and equality for those seeking housing support
	Carry out Rent Review	
	Carry out Housing Needs Assessment 2020	
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
Improve the standard of housing stock	Implement a programme of planned and response maintenance	NOAC H4 Housing Maintenance Cost Completion of Mullaghmatt Regeneration Scheme
	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 32 units in 2020
	Work with Approved Housing Bodies (AHB) to provide additional social housing units	Additional provision of 92 social housing units to be provided in 2020
	Co-ordinate a programme of works to bring derelict/vacant properties back into use	Provision of 20 units to be completed in 2020

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. The Roads Service is key to delivering these benefits. 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
Plan develop and progress Strategic infrastructural routes.	Implement Road Improvement Schemes identified in Ireland 2040 and County Development Plans. <ul style="list-style-type: none"> a) Clontibret to the Border b) Ardee to Castleblaney. 	Project progressed to Identification of emerging route corridor.
	Complete Phase 3 of the Emyvale to Monaghan National Primary Improvement Works Scheme.	The construction programme completed in line with the contract schedule and the road opened to traffic.
	Construction of the Blackwater Bridge.	Construction of the bridge completed and opened to traffic.
	Progress Overlay Schemes at approved sites.	Structural overlay on 5 Km of National Secondary road network completed.
Maintain and Improve the structural quality and operational use of the road network.	Progress N54 Tullybryan as Minor Improvement Scheme	Completion of Phase 4 statutory processes.
	N53 Ballinacarry Bridge	Feasibility report completed.
	Deliver National Road Maintenance Programmes.	Defect survey completed, defects identified. Roads repairs prioritised and completed on a risk basis.
	Winter Maintenance schedule	Winter Maintenance schedule implemented and severe weather operations reviewed at the end of the season.
	N54 Flood Alleviation Scheme	Appointment of Contractors to be completed.

	<p>Deliver Regional and Local Road Restoration Improvement</p> <p>Deliver Regional & Local Road Restoration Maintenance</p> <p>Implement PSCI Road Survey and monitoring programme in line with national targets.</p>	<p>Structural improvement on 42Kms of Non – National Network completed.</p> <p>Discretionary Maintenance works programme identified, prioritised and implemented in conjunction with the Municipal Districts.</p> <p>NOAC PSCI Targets for 2020: (rating of 5 or greater)</p> <p>Regional Roads: National Average 100%, Monaghan 93%</p> <p>Local Primary: National Average:62%, Monaghan 77%</p> <p>Local Secondary: National Average:50%, Monaghan 62%</p> <p>Local Tertiary: National Average: 33%, Monaghan 65%</p> <p>58 Kms of restoration maintenance of Non-National Roads Network completed.</p> <p>NOAC R1: 100% PSCI Survey of Regional Network completed. 100% PSCI resurvey of Local Tertiary Road Network completed.</p> <p>NOAC R2: Completed Regional Road Grants Works in accordance with agreed Restoration programme.</p>
	<p>Implement LIS & CIS Schemes</p>	<p>Roads upgraded in accordance with available budget.</p>
	<p>Implement funding for Specific Improvement Grants on Regional roads.</p> <p>Maintain appropriate resources to provide a core road maintenance service.</p> <ul style="list-style-type: none"> • Plant 	<p>Implement specific grants completed at Brackly Bridge and R181 Drumillard to Crossduff.</p>

	<ul style="list-style-type: none"> • Stocks- ensure availability and access to stocks e.g. salt, bitumen. • Staffing levels in place. • Relevant training is provided. 	<p>1 rigid Velocity Patcher,1 demountable Hot Box, welfare units and EV pilot purchased.</p> <p>Adequate Supplies of critical stocks in place,</p> <p>Sufficient staff numbers in place in the Roads Department.</p> <p>Training delivered.</p>
Provide effective administration, Governance support to the delivery of the Road Programme.	Administer road opening licensing, permits, road closures, signage and customer service requests efficiently. Enforcement of the 1993 Roads Act offences.	All online applications processed. Customer Service requests actioned, compliance rates for Roads Act Offences achieved.
	Facilitate the administration of projects and budgetary spend.	Timely drawdown and recoupment of funding stream and full audit compliance. Provision of financial reports.
Enhance the safety of the road network.	Implement actions in the Road Safety Plan.	2020 actions of the Road Safety Plan implemented.
	Deliver Safety Improvement Schemes on National road network.	Improved road safety through the completion of identified HD 15, HD17 & HD28 safety improvement schemes on national routes.
	<p>Implement Safety Improvement scheme works on Regional & local roads.</p> <p>Implement the VRS safety barriers repair/ replacement programmes on the applicable National routes.</p>	<p>Nine low cost safety schemes completed as identified and prioritised by the Municipal Districts.</p> <p>VRS inspected, replaced and repaired.</p>

	<p>Implement actions in the Noise Action Plan.</p> <p>Implement Fencing Retrofit programme.</p>	<p>Year 2 actions from the 2018-2023 Noise Action Plan implemented subject to funding.</p> <p>Fencing programme implemented in line with allocated funding.</p>
<p>Provide technical guidance on roads and infrastructural matters to Planning Department and Municipal Districts.</p> <p>Climate Action & Sustainable Travel</p>	<p>Review planning applications provided within required timeframes and provide technical guidance to Departments.</p>	<p>Planning Applications reviewed within the statutory timeframe.</p>
	<p>Plan, design & provide infrastructure to assist with modal shifts to walking and cycling routes.</p>	<p>Development of Ulster Canal Greenway progressed.</p>
	<p>Pilot waste reduction and recycling of road making materials.</p>	<p>Milling trials on local roads held and tested.</p>
	<p>Creation of pollinator friendly landscaping adjacent to roads infrastructure</p>	<p>Pollinator friendly landscaping on relevant projects completed.</p>
	<p>Co-ordinate a sub flooding Plan and Severe Weather Action Team.</p> <p>Plan and Mobilise a Severe Weather Action Plan</p>	<p>Plan in place and Severe Weather Action Team response enacted when called upon.</p> <p>Emergency flood barrier systems in severe weather condition provided when needed.</p> <p>Database of severe weather records regarding incidents, costs and repairs maintained.</p>

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 build climate resilience in all new capital projects and incorporate biodiversity measures on existing operational sites where possible.	Support Climate Change Steering Committee and to deliver actions in County Adaption Strategy, National Climate Action Plan and Charter.	Continue to support National Federation of Group Water Schemes in promotion of their pollinator plan among private group water schemes. Working with Irish Water, identify two operational sites and prepare native planting and biodiversity specific plans. Provision of electric vehicle for newly employed Find and Fix Leakage Inspector. Use of glyphosate to be phased out in 2020.
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 2020 & Monaghan County Council Corporate Plan	Performance achieved on each of the Irish Water Key Performance Indicators

<p>To Provide support and assistance to future development and planning applications. To provide support and assistance to planning section for Taking in Charge requests in relation to water service infrastructure.</p> <p>Decommission and monitor redundant water services infrastructure and non-Irish water assets.</p>	<p>Process planning applications.</p> <p>Facilitate Taking in Charge of residential estates connected to Irish water controlled or owned asset – as per memorandum of understanding between Local Authorities and Irish water.</p> <p>Work with Department of Housing, Planning & Local Government to assess infrastructure, implement remedial actions and agree funding to safely decommission obsolete assets including non-Irish water assets.</p>	<p>Planning reports returned</p> <p>Schedule II TIC Reports completed and submitted to Irish Water</p> <p>Manage, transfer or decommission infrastructure.</p>
<p>To manage and implement the Rural Water programme</p>	<p>Administer subsidy applications Administer and manage rural water capital investment programme</p> <p>Implement and manage drinking water sampling plan</p> <p>Implementation of transformation initiatives to create shared national service</p>	<p>Annual Subsidy Payments Processed and Recouped (€'s) Administer and Supervise the Rural Water Programme 2020.</p> <p>NOAC W1: Percentage of Private Drinking Water Supplies in Compliance with the Drinking Water Regulations</p> <p>Work to future Service Level Agreement</p>

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 2020 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 8s, etc	Applications processed in compliance with legislative and policy framework. NOAC P2: Table 16
	Operate public consultation & information service	Pre-planning clinics operated weekly, and public telephone morning twice-weekly
		One Agents Workshop conducted per year
		Public counter facility operated daily
Operate an enforcement system in line with legislative and policy requirements	Monitor, investigate and take appropriate enforcement action in respect of unauthorised development	Enforcement action taken in compliance with legislative requirements and deadlines. NOAC P3: Table 17
	Manage and Collect and monitor payment of development contributions and bonds/securities	Ensure all development contributions and bonds/securities are collected
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

Develop a planning policy framework within legislative and policy requirements	Organise Planning and Economic Development Strategic Policy Committee Meetings	Organise a minimum of four meetings annually and provide information to members
	Prepare Development Contributions Scheme for period 2019-2025	Review conducted within legislative requirements
	Process variations of the Monaghan County Development Plan as required	Variations of Development Plan adopted by Members, within legislative provisions
	Complete DPHLG Housing Needs Demand Assessment (HNDA)	HNDA completed
	Manage Vacant Sites Levy Register	Register updated
	Prepare a Village Plan for Glaslough	Plan adopted by elected members and implemented
	Manage derelict/vacant sites register for the towns of Monaghan, Carrickmacross, Castleblayney, Clones and Ballybay and all Tier 4 and Tier 5 villages	Register updated
	Prepare Local Area Action Plans (LAAP) in the town of Carrickmacross	Plans prepared and adopted by elected members
	Assist in implementing Dublin Street South Regeneration Plan	Implement Dublin Street Regeneration Plan
	Assist in preparing a Master Plan for the development of lands to North of Dublin Street	Plan prepared and adopted by elected members
	Identification of all areas within the County suitable for wind energy / renewal energy exploitation	Plan prepared and adopted by elected members
	Ongoing review of the Record of Protected Structures (RPS) in accordance with Ministers recommendations	RPS reviewed and proposed amendments incorporated as a variation to the MCDP
	Implement Built Heritage Investment Scheme	Scheme implemented and funds distributed

Manage and protect the built heritage within the County	Process applications for Historic Structures Fund	Applications processed and recommendations referred to Department of Culture, Heritage and the Gaeltacht for funding
	Processing of Section 57 Declarations	Processing Declarations within legislative requirements
	Complete annual Part IV statistical return	Return completed
	Resolve remaining unfinished housing developments (UHDs) within the county	All remaining UHDs to be resolved in 2020
	Taking in Charge of housing developments within legislative requirements as requested	No. of developments taken in charge
	Review all historic Taking in Charge (TiC) applications currently lodged	Historic TiC applications reduced by 80% in 2020
Resolve remaining unfinished housing developments in the county, and take in charge developments as required	Review and revised Taking in Charge Procedures	Revised Taking in Charge Procedures produced

Climate Action

In its Corporate Plan, Monaghan County Council aims to progress the transition to a low carbon and climate resilient society. Whilst the Environmental Services section has developed the Monaghan County Council Climate Change Adaptation Strategy 2019-2024 it will be the responsibility of all the units within Monaghan County Council to ensure progression of the strategy and to progress the measures and action as outlined in the Climate Action Charter and in the National Climate Action Plan – To Tackle Climate Breakdown. In this regard, the Council’s priorities and objectives in the area of Climate Action are outlined below, together with the performance standards to be met.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
<p>Reduce Greenhouse Gas (GHG) emissions and create a climate resilient vibrant and sustainable county</p> <p>Secure a wide- ranging awareness, capacity and</p>	<p>Delivery on a number of prioritised actions from Monaghan County Council’s Climate Change Adaptation Strategy 2019-2024</p> <p>Delivering on actions set out in the Local Authority Climate Action Charter</p> <p>Delivery on a number of prioritised actions from the National Climate Action Plan</p>	<p>Number of actions in the climate change adaptation strategy completed or substantially advanced in 2020</p> <p>Climate Change is embedded throughout the Corporate Plan, Annual Service Plan, Personal Development Plan</p> <p>Report on NOAC Key Performance Indicators</p> <p>Produce annual Progress Report on delivery of Climate Change actions</p> <p>Information and communication on project delivery progress and climate change initiatives via social media and other platforms</p> <p>Amount of funding secured to deliver various actions</p> <p>Monaghan County Council sign up to Climate Action Charter</p> <p>Targets set out in Charter achieved</p> <p>Contribution from Monaghan County Council towards meeting national targets across a range of parameters</p>

<p>“buy in” across the local authority</p> <p>Appropriate Climate Action Delivery structure in place</p>	<p>Develop a comprehensive training programme which will meet the short and long term, needs of local authority staff and elected members</p> <p>CCMA/LGMA study to identify additional staffing needs, skills requirements, equipment etc to implement the various climate action plans</p> <p>Staffing structure requirements identified and put in place</p> <p>Various dedicated working groups and committees in place</p>	<p>Number and range of training programmes delivered</p> <p>Number of staff, involved in Climate Change initiatives</p> <p>Dedicated Climate Action staff in place</p> <p>Cross divisional Climate Steering Group in place</p> <p>SPC Group established for Climate Change and Environment</p> <p>County Council led Regional/Sub Regional Steering Groups</p>
--	---	--

Environmental Services

In its Corporate Plan, Monaghan County Council 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 national litter and related environmental policy and legislation to reduce the effects that litter has on our Environment	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 a comprehensive primary and secondary school environmental awareness programme	NOAC E4: % of schools that have been awarded Green Flag Status
Implement EU and national waste and related environmental policy and legislation to improve management of material and resources	Deliver enforcement & inspection regime in cooperation with EPA, CUWERA, 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
	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

<p>Maximise the potential of the Scotch Corner landfill facility in a sustainable and compliant manner.</p>	<p>Progression of environmental improvement works as required by the EPA to ensure continued compliance.</p> <p>Completion of reporting as required by the licence</p> <p>Investigate future potential income generating/environmentally friendly project options at Scotch Corner</p>	<p>Continued environmental improvements delivered at Scotch Corner as demonstrated through EPA site audit reports.</p> <p>Reports completed as per licence requirements. Contract agreement with IW regarding leachate treatment</p> <p>Study complete and options prioritised</p>
<p>Ensure a phased approach is in place for the regularisation of historic landfills previously operated by Monaghan County Council.</p>	<p>Progress programme on works on Historic Landfills identified on the Waste Management Act Section 22 Register.</p>	<p>Tier 1, Tier 2, and Tier 3 assessments carried out on the historical landfill sites as per the EPA Code of Practice.</p> <p>Funding application submitted to DCCAE to secure funding to progress remediation design works on sites where remedial measures required.</p> <p>Certificate of Authorisation applications lodged with the EPA on at least 2 historic sites.</p>
<p>Ensure the provision of adequate and appropriate recycling infrastructure in the County.</p>	<p>Ensure the bring bank network and the recycling centres at Scotch Corner & Carrickmacross are maintained and operated in accordance with contractual obligations.</p>	<p>Annual tonnage collected through recycling infrastructure as recorded in Annual Environmental Report.</p> <p>Recycling facilities (bring banks, civic amenity sites and Materials Recovery Facility) operated in accordance with all EPA authorisations.</p> <p>Investigate the possibility of expanding recycling infrastructure capacity.</p>

<p>Improve the water quality status of both surface and ground waters within the county, through the implementation of legislation and policy.</p>	<p>Support the implementation of the objectives and measures of the River Basin Management Plan 2018-2021.</p> <p>Support the development of the 3rd cycle of the River Basin Management Plan.</p> <p>Deliver the water enforcement & water inspection regime in cooperation with EPA as per the annual RMCEI plan</p>	<p>RMCEI plan produced and delivered upon being cognisant of National water quality targets.</p> <p>WFD sampling program delivered on behalf of the EPA.</p> <p>NOAC E2: % Environmental Pollution Complaints Closed</p>
<p>Implement policy and legislation with regard to improving air quality in the county</p>	<p>Deliver enforcement & inspection regime in cooperation with EPA and as per RMCEI plan</p> <p>Support the EPA in the roll-out of the national Ambient Air Monitoring Program</p>	<p>RMCEI plan produced and delivered upon being cognisant of National Air Enforcement Priorities.</p> <p>Ambient air monitors in place as per EPA program and providing local air quality data</p>
<p>Support the Implementation of the policies of the County Development Plan relevant to the protection and sustaining of the Environment</p>	<p>Continue to assist the Planning section in assessments of Planning Applications.</p>	<p>Environmental planning reports to be submitted on all planning applications of concern.</p>
<p>Ensure food safety compliance at designated sites</p>	<p>Carry out inspections and audits of food businesses (FB's), sampling of food, and report results to relevant stakeholders</p>	<p>No of inspections and audits completed</p> <p>% of scheduled sampling completed</p> <p>Food Safety Authority returns and claims made</p>
	<p>Issue corrective actions to FB operators based on results of inspections, audits and sampling. Monitor response to recommended corrective actions. Implement enforcement where applicable</p>	<p>No. of corrective action reports</p> <p>No. of enforcement orders issued.</p>
<p>Ensure animal control and welfare</p>	<p>Ensure the welfare of animals admitted to supervised slaughterhouses</p>	<p>No. of welfare inspections carried out at slaughterhouses</p>
	<p>Provide a dedicated dog warden service</p>	<p>No. of stray dog complaints investigated,</p> <p>No. of stray dogs seized,</p>

		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	<ol style="list-style-type: none"> 1. Implementation of Fire & Emergency Operations Plan 2018-2022 2. Complete External Validation Group Audit. 3. Review Plan in 2020 in line with Audit Recommendations 	<ol style="list-style-type: none"> 1. Section 26 Plan 2020 objectives implemented. 2. Complete External Audit 3. Complete Review & Update Plan
	<ol style="list-style-type: none"> 1. Acquire site for new fire station in Ballybay. 2. Complete build and migration to Castleblayney Fire Station. 3. Delivery of new Class B Fire Appliance 4. Apply for new Fire Appliance. 5. Seek funding for re-chassis of current water tanker. 6. Review station and training facilities. 	<ol style="list-style-type: none"> 1. Site acquired in Ballybay 2. Move to Castleblayney completed 3. Fire Appliance in operation 4. Submit application 5. Submit application 6. Complete review
	Maintain each existing fire station	Facilities Management System in place
	Provide a quality response to fires and other emergencies	Preventative Maintenance Programmes adopted and implemented.
		Vehicles, equipment and communication systems maintenance plan in place.
		MoU with NIFRS for RTA cross border incidents in applicable area agreed for next phase
		CVRT risk rate to maintained above 80.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
		<p>Review & implement mobilisation and communication systems in accordance with CTri.</p> <p>NOAC F2: Service Mobilisation NOAC F3: Percentage of time in attendances at scenes Full crewing level maintained</p>
	Further develop Fire Service Health and Safety Systems	<p>New and revised NDFEM Standard Operational Guidance implemented. Migration from OHSAS 18001 IOS 450001 accreditation. Staff awareness programme on Health & Safety and wellness. Implementation of new PPE Policy. Review training and fleet policy.</p>
Minimise the effects of fire and other emergencies	Implement Fire Safety Inspection Policy	<p>Number of inspections (in accordance with plan), warnings & enforcement notices. Implementation of mobile inspection app to fire officers.</p>
	Participate in National Fire Safety Programme	Visit 50 No. Primary Schools. 10 No. Fire Safety talks, 5 No. events and 30-40 No. media messages.
	Participate in Road Safety Working Group	Attend all RSWG meetings, and implementation of actions (EDU 26 & 27)
	To continue to prepare for inter-agency operations through participation in appropriate training and exercises	<p>MEM plan reviewed and updated. Deliver MEM training & exercise. Complete Pre-Fire Planning programme.</p>
	<ol style="list-style-type: none"> 1. Review & implement recommendations of Task force on Fire Safety in Ireland 2. Prepare, adopt & implement Community Fire Safety Policy 	<p>Number of meetings & Fire safety talks with community & stakeholder groups (5 No.) Fire Safety Plan prepared, adopted and implemented. Community Fire Safety Policy adopted and implemented</p>

		80% Implementation of Fire Service recommendations.
Ensure that the standard of building construction in County Monaghan meets the relevant requirements and guidelines	Implement Building Control Inspection Plan	20% Inspection rate. NOAC P5: Applications for Fire Safety Certificates
	Process Dangerous Substance Licences & Vapour Recovery requirements	10 No. inspection in-line with RMCEI
	Operate public consultation and information service. Provide timely support, assistance and processes applications within statutory time frames. Online Building Control Management System (BCMS) operated and implementation of applications module	No. of pre-consultation meetings as requested.
		Agents Forum meetings, and Agents Workshop conducted. (2 No.)
	Process BCAR applications received and migration of applications to BCMS.	
Construction Products Regulations Policy	Construction Products Regulations Policy implementation and 3 No. Inspections	
Build and develop a strong and responsive Civil Defence Unit	Implementation of Civil Defence 2030 Strategy and MCC development plan.	No. of national (6No.), regional (12No.) & Local (50 No.) training and exercises completed.
		Relocation and operating activities from new CD HQ and retention of current volunteer membership
		Number of events attended (60-80 No.)
Implement financial control	1.Prepare quarterly financial reports 2. Review Charging Policy	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. <ul style="list-style-type: none"> • Target increase of 5% in visits and items borrowed for 2019 NOAC L2: Cost of operating the Library service <ul style="list-style-type: none"> • 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	<p>Continue to identify opportunities to strengthen existing and develop new outreach initiatives.</p> <p>Undertake an overall review of the effectiveness of the current range of outreach events provided by the County Library Service</p> <p>Select a second location for the provision of direct outreach services to isolated rural communities (Mullyash Community Centre the 1st location identified)</p> <p>Performance Targets Community Outreach services strengthened</p> <p>Outreach Statistics increased by 5%</p>
Manage, maintain and enhance library infrastructure	Redevelop Monaghan branch as part of the approved Peace Campus on the Machinery Yard site	<p>Work with other key stakeholders on the development of the Peace and Reconciliation Activities Programme for the Peace Campus.</p> <p>Input provided to the Project Design Team regarding the design and layout requirements of the new public library.</p>
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	<p>Full assistance given to the Design Team to progress the project and secure funding.</p> <p>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.</p> <p>If funding is not available under the Library Capital Programme, investigate all alternative funding options.</p>
	Review condition of all library buildings and initiate remedial works where necessary	<p>Progress remedial works to County Library HQ and Clones Branch Library</p> <p>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.</p> <p>Complete the reconfiguration of Library HQ General Office</p>

	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 2020 Peace Campus programme of events Plan for new exhibition in partnership with the Ulster Scots Agency.
	Develop & Implement Creative Ireland Cultural Strategy	Deliver on actions outlined in 2020 programme plan Facilitate funding towards community groups through Creative Ireland grant programme
	Develop new exhibition and events programme for 2020	Launch Monaghan War of Independence Exhibition Launch Monaghan County Museum Events Programme 2020
Care, manage and develop our outstanding collections and county heritage	Digitisation and production online of nationally important resources	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 Castleblayney 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

	<p>Promote and develop the Monaghan County Museum Friends organisation</p>	<p>Friends Committee constituted and holding meetings. Friends Events held throughout the year</p>
	<p>Research and develop a management plan for proposed new museum service</p>	<p>Proposal document produced detailing new staffing structure. Outline agreement between perspective council services on shared services at the proposed new Peace Campus.</p>

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
<p>To protect, conserve and advocate for our biodiversity, and tangible and intangible heritage, contributing to sustainable development and climate change mitigation.</p>	<p>County Monaghan Biodiversity and Heritage Strategic Plan 2020-2025</p> <p>Monaghan County Council Climate Adaptation Strategy 2019-2024</p>	<ul style="list-style-type: none"> • Adopt, publish and print new strategic Biodiversity and Heritage plan. • Organise quarterly meetings of County Monaghan Heritage Forum. • Increase biodiversity expertise on forum • Publish meeting minutes on Council website. • Develop and implement an awareness campaign around the role of the natural environment including wetlands and its positive contribution to Climate Adaptation. • Establish local biodiversity network / field club. • Publish and print Black Pig’s Dyke Archaeological Monograph. • Organise Black Pig’s Dyke Research symposium. • Procure materials to support communication of All-Island Pollinator Plan activities. • Publish Conservation Plans for historic graveyards and provide training. • Establish historic graveyard network. • Commence survey of holy wells. • Publish & promote Monaghan Gothic architectural film online. • Update heritage information on Council website and GIS. • Increase involvement of heritage office in capital heritage projects and tourism initiatives.

	Seek funding from Heritage Council and other agencies including Creative Ireland.	<ul style="list-style-type: none"> • Heritage Council funding secured for 2020 • Biodiversity funding secured from NPWS. • Work with Culture Team on implementation of Creative Ireland in Monaghan. • Deliver Rossmore 2020 project and event.
	Co-ordinate Monaghan Heritage Week & support other key days – National Bee Day, Biodiversity Week, Culture Night etc.	<ul style="list-style-type: none"> • Number of attendees • Requisite feedback • Number of organisations holding events. • ABC Communications campaign delivered.
	Support the development of strong local heritage sector and national heritage sector	<ul style="list-style-type: none"> • Lead County Monaghan Heritage Forum • Support and advise community led heritage groups • Engage with NGOs on heritage issues • Support the Heritage Council to identify issues on the ground. • Support Local Authority Heritage Officer Network
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	<ul style="list-style-type: none"> • Heritage led approaches taken. • Support applications to Historic Town Initiative and other programmes including public realm.
Develop and enhance relationships with	Deliver year 4 of INTERREG Collaborative Action for the Natura	Attendance and reporting at 6 steering group meetings for CANN and cross-border agency meetings.

Regional Authorities to maximise resources of the region, especially border communities	Network (CANN) biodiversity project	Co-ordinate Uplands Site work package and 6 work package meetings.
		<p>Deliver targets for Sliabh Beagh as part of project for 2020:</p> <ul style="list-style-type: none"> • Bog restoration through drain blocking to meet EU Habitats Directive requirements. • Deliver cross-border Fire Risk Management Plan. • Start removal of invasive species. • Build local stakeholder engagement. <p>Kilroosky SAC: Tie in with CANN actions and organise cross-border meetings regarding protection of this important ecosystem.</p>
	Work with European structures.	Heritage Officer to participate in EU structures to deliver benefits for biodiversity and heritage.

Arts

Monaghan County Council through their Arts Section aims to champion, develop and invest in artistic expression to enrich peoples' lives. The Council works to nurture and create the conditions in which great art can happen, while at the same time ensuring that as many people as possible can engage with the arts and discover what art can do for them.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Framework Agreement between Arts Council & MCC 2020-2027	8-year frame work agreement between the two-organisation agreed and approved,	3 shared strategic actions <ul style="list-style-type: none"> • Supporting Artists • Young People & the arts • Creating capacity
Initiate objectives from the Arts Development Plan 2016-2020	Create opportunities for artists to develop their practice	Grant schemes encouraged in support of Artists creation of work Artists in residency programmes supported in conjunction with Venue(s) & arts organisation using M.O.U. The Market House maintained as an arts venue and artist resource
& The Creative Monaghan plan 2018-2022	Support Arts venues, festivals and events & organisation	Develop a pilot arts programme with new Manager of Patrick Kavanagh Centre 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	Along with CCC & CMETB assist with the advance roll-out of the Music generation initiatives Maintain the Market House as an artist resource and information space. Assist in management structure for the Artist Studios in Clones. Work in partnership with stakeholders to assist in the development of artistic programmes. Work with and develop partnerships with the cultural sections within MCC

	<p>Develop an artist and arts community led initiatives under creative Monaghan</p>	<p>Support and develop Art projects under the 2020 Creative Monaghan programme in conjunction with the cultural team.</p> <p>Deliver arts initiatives under Pillar 2 of the strategies and advance projects that fulfil overall C.I. strategy</p>
--	---	---

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

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 including: <ul style="list-style-type: none"> • Peace IV Partnership Board • SICAP Sub Group • Healthy Monaghan Sub Group • Equality Sub Group • Drugs & Alcohol Forum 	LCDC process operated in line with guidelines as revised and issued by DRCD. At least 10 LCDC meetings in 2020. <ul style="list-style-type: none"> • Local Action Plan delivery completed • SICAP – meet as required • Healthy Monaghan – meet as required • Equality Sub Group - 4 meeting • Forum met and advanced delivery of strategy
	Deliver and monitor community actions of the Local Economic and Community Plan (LECP) Implement and monitor range of funding initiatives Support the implementation of Monaghan Drugs and Alcohol Strategy	Social Inclusion Week 2020 delivered. Positive Mental Health Week 2020 supported. Local and Community programmes delivered & funding drawn down: <ul style="list-style-type: none"> • SICAP • LEADER • Community Enhancement Programme • Community Weekend (Big Hello) • Healthy Ireland Fund Review of operation of D&A Forum conducted. Annual programme of work developed and implemented. At least 4 meetings held.
	Implement Mid Term Review of LECP	Mid Term Review of LECP conducted.
	Manage the implementation and monitoring of the LEADER programme in Monaghan	Programme delivered in line with Local Development Strategy and targets achieved.

Service Objectives/ Priorities	Service Delivery Strategy	Performance Standards
Lead and manage Social and Community & Rural Development Programmes	Manage the delivery of the Social Inclusion & Community Activation programme (SICAP) in Monaghan.	Achievement by programme implementer of headline targets and actions SICAP budget adhered to. Mid-Year and End Year Reviews conducted.
	Manage and implement range of DRCD funding programmes, i.e., Clár, Town & Village Renewal Scheme, Community Enhancement Programme (LCDC), Outdoor Recreation Infrastructure Scheme, Community Day/Weekend (LCDC),	Programmes delivered, and funding made available to groups. Grant funding drawn down by due dates.
	Evaluation completed of Peace IV Programme Contribute to consultation of Peace Plus Programme	Evaluation of Peace IV completed Fed into SEUPB Peace Plus consultation process and commenced preparations for local consultation process.
	Implement delivery of Healthy Ireland Fund Action Plan 2019 – 2021	MCC led actions in Action Plan delivered. Delivery of other actions supported. Small grants scheme delivered. Financial & Progress reports completed as required.
	Co-ordinate delivery of Healthy Monaghan Strategic Plan	Implement MCC-led Year 1 actions in Healthy Monaghan Strategic Plan Delivery of others co-ordinated through managing reports on progress
Strengthen local community groups and Support them in developing local initiatives.	Lead the process of preparing a Community Development Strategy for the county.	Strategy completed and launched.

Service Objectives/ Priorities	Service Delivery Strategy	Performance Standards
	<p>Manage and administer the Community and Environment Fund.</p> <p>Support a small number of special interest / voluntary groups in capacity building.</p>	<p>Funding programme rolled out Community fund presentation events held. Funding drawn down.</p> <p>Capacity building supported.</p>
	<p>Support Local Community sector and Community Development initiatives</p>	<p>Property Marking Scheme in high demand County-wide,</p> <p>Community Text Alert system continuing to grow,</p> <p>Community Safety Network active,</p> <p>New Community Workers Network set up</p> <p>Pride of Place entries selected supported and participation in competition completed.</p>
	<p>Publish and support implementation of the first four community plans (Emyvale, Oram, Newbliss / Killeevan, Scotshouse)</p> <p>Review the experience of having completed the first four Local Community Plans and use this to develop a procedure for approaching Plans going forward.</p> <p>Annual meeting between community council, C&E & MD to discuss progress on projects.</p>	<p>Four plans published and launched. Support provided in Year 1. Community Council set up in each.</p> <p>Review complete, learning taken forward and incorporated into a procedure for approaching future Community Plans.</p> <p>Problems and priorities identified, tasks assigned. Projects for funding agreed. Community- Council link strengthened</p>
	<p>Continue to work with agencies and partners to develop suitable project ideas and make successful funding applications.</p>	<p>Projects identified and progressed to application stage. Funding applications made to appropriate funding streams.</p>
<p>Support the PPN to ensure the voice of community and voluntary sector</p>	<p>Ensure that the PPN operates effectively.</p>	<p>Priorities in work plan implemented and evaluated MOU ratified by membership. Meetings held as required.</p>

Service Objectives/ Priorities	Service Delivery Strategy	Performance Standards
effectively involved in local decision making	<p>Produce Annual Work plan</p> <p>Agree Memorandum of Understanding with MCC</p> <p>Ensure all PPN representative positions are filled</p> <p>Improve PPN communications</p> <p>Manage and maintain the website and social media</p> <p>Act as an information hub for groups distributing information on funding, training, consultations and community initiatives</p> <p>Develop Countywide Community Wellbeing Statement</p> <p>Improve PPN Representation Ensure reps report back to the PPN following meetings</p> <p>Collaborate with MCC and deliver tailored induction programme for all new PPN Reps</p> <p>Provide opportunities for learning and sharing of information through a Representatives Network</p> <p>Identify potential sources of collaboration with other agencies/networks.</p>	<p>Training delivered to reps. MCC committees, relevant external boards and committees have PPN representation.</p> <p>Submissions made to Local, Regional and National consultations. NOAC Y2: % of organisation opted to be part of Social Inclusion College with the PPN.</p> <p>New membership applications processed coming through the website.</p> <p>Increase of website/social media interaction.</p> <p>Improved capacity of member groups.</p> <p>Project plan for Well Bring Statement developed 1 consultation held in each Municipal District. Wellbeing statement published and launched at June plenary meeting.</p> <p>No of feedback reports received 3 Reps Network meetings held Training delivered</p> <p>Engagement with other agencies and Networks to develop collaborative opportunities.</p>

Service Objectives/ Priorities	Service Delivery Strategy	Performance Standards
<p>Support young people to have a say in their community & local decision making.</p> <p>Support Youth Organisations in delivering and developing local initiatives.</p> <p>Increase Opportunities for Youth Development Initiatives in each MD.</p>	<p>Manage and deliver Comhairle na nÓg programme</p> <p>Foster partnerships and initiatives to promote involvement of young people in PPN activities.</p> <p>Co-ordinate and support the work of Monaghan Youth Network</p> <p>Support the implementation of youth related actions</p> <p>Identify and deliver a project in collaboration with each MD</p> <p>Identify and enable young people to participate in relevant consultations which have an impact on their lives.</p>	<p>NOAC Y1: Participation in Comhairle na nÓg programme.</p> <p>Comhairle Programme delivered as per Action Plan.</p> <p>Partnership arrangements and initiatives conducted.</p> <p>Nine meetings of Network held</p> <p>Support provided to delivery agencies</p> <p>Three projects delivered</p> <p>Participation in consultations achieved.</p>
<p>Support national policy on Smarter Travel and the promotion of sustainable forms of transportation.</p> <p>Promote EU Mobility Week</p>	<p>Finalise Walking & Cycling Strategy and seek approval of Council.</p> <p>Investigate the feasibility of a Shared Bike scheme in Monaghan town</p>	<p>Implement the Walking & Cycling Strategies in the three main towns</p> <p>Fully costed proposal presented to Council to consider.</p> <p>EU Mobility Week promoted</p>
<p>Promote and support Tidy Towns Network in county.</p>	<p>Organisation of Network activities</p>	<p>2 Network meetings</p> <p>One study visit</p> <p>One training event</p>
<p>Promote equality and inclusion for all service users through the implementation of Public Sector Duty Plan.</p>	<p>Develop Public Sector Duty Plan 2020-2024</p> <p>Implement Year 1 Actions</p>	<p>Public Sector Duty Plan 2020-2024 completed and approved.</p> <p>Year 1 Actions implemented</p>

Service Objectives/ Priorities	Service Delivery Strategy	Performance Standards
<p>Disability Support Monaghan County Council to meet the obligations of United Nations Convention on the Rights of people with Disability. (UNCRPD)</p>	<p>Develop an action plan that sets out how MCC will aim to meet the obligations of the relevant articles in UNCRPD</p> <p>Article 8 Awareness-raising Article 9 Accessibility Article 19 – Living independently and being included in the community Article 29 Participation in political and public life</p>	<p>Monaghan County Council UNCRPD action plan developed.</p>
<p>Age Friendly County Programme</p> <p>Age Friendly Support and develop county Monaghan as a great place in which to grow old.</p>	<p>Complete Monaghan Age Friendly Strategy 2020-2024</p>	<p>Monaghan Age Friendly strategy adopted and launched</p> <p>6 meetings of Monaghan Age Friendly Alliance held</p> <p>Year 1 Action implemented</p> <p>6 Older people networks MD meetings held (2 per MD)</p> <p>1 countywide older peoples network meeting held.</p> <p>Year 1 Actions implemented</p>
<p>Migrant Integration Lead the promotion of migrant integration to support migrants to participate fully in life in county Monaghan.</p>	<p>Complete Monaghan Migrant Integration Strategy</p> <p>Deliver Year 1 of Asylum Migration and Integration Fund (AMIF) project</p>	<p>Monaghan Migrant Integration Strategy completed, adopted and launched.</p> <p>Year 1 Actions implemented. MCC-led initiatives delivered Support provided to other delivery agencies.</p> <p>Integration Officer appointed and delivery of programme of work commenced. 2020 project targets achieved.</p>

Service Objectives/ Priorities	Service Delivery Strategy	Performance Standards
<p>Sports Partnership Increase the opportunities, interest and participate in Sport and Physical Activity for everyone throughout their life, by leading, coordinating supporting and promoting appropriate activities.</p>	<p>Support organisations that promote and / or deliver Sport & physical Activity in the Community</p>	<p>MSP work programme delivered in compliance with Sport Ireland requirements.</p> <p>Coordinated participation programmes developed and delivered at minimum of 10 services.</p> <p>Education & Training provided for 200 sports club volunteers including Safeguarding, First Aid, Autism in Sport, Coaching Children.</p> <p>Sports Club Grant Scheme 2020 delivered.</p>
		<p>Proposed initiatives funded through Dormant Accounts delivered.</p> <ul style="list-style-type: none"> • Community Sports Hub activity programme (Ballybay) • Volunteer Support Training Programme • Sports Inclusion Disability Capital supports programme.
	<p>Develop the resources, programmes, activities and places which increase participation in Sport and Physical Activity</p>	<p>National mass participation physical activity events supported.</p> <ul style="list-style-type: none"> • Operation Transformation, • Active Schools Week, • National Bike Week, • National Play & Recreation event. <p>1,000+ engaged in county events</p>
	<p>Increase Awareness of the Sports Partnerships role and the opportunities to participate in Sport and Physical Activity</p>	<p>Improved Communications and information systems in place to increase publicity to general public via newsletter, e-zine, etc</p>
	<p>Manage MSP structures and processes to be effective and efficient</p>	<p>Sport Partnership Committee met at least quarterly.</p> <p>Review conducted of all policies and procedures. Committee handbook finalised</p>

Community - Equality, Social Inclusion and Human rights

In its Corporate Plan, Monaghan County Council committed to lead the promotion and support of social inclusion through the review, development and implementation of strategies, policies and practice that promote, equality, protect human rights and eliminate discrimination for all services users and staff of the organisation in line with National Government Policy.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
<p>Promote equality and inclusion for all service users through the implementation of Public Sector Duty Plan.</p>	<p><i>Public Sector Duty plan 2020-2024</i></p> <p>2020 Priorities: Equality proofing in service delivery- Support to staff to identify and remove barriers to accessing services for service users.</p> <p>To raise awareness among staff on the diversity of our population and the barriers some service users may experience when trying to access services.</p> <p>Co-ordinate and support the work of Monaghan Equality Sub-Committee</p> <p>Support the implementation of 4 social inclusion related actions within Monaghan LECP</p> <p>Co-ordinate and facilitate the work of Monaghan Drugs and Alcohol forum within Monaghan LCDC</p> <p>Support the implementation of Monaghan Drugs and Alcohol Strategy</p> <p>Develop an action plan that sets out how MCC will aim to meet the obligations of the relevant articles in UNCRPD</p> <p>Article 8 Awareness-raising</p>	<p>Equality proofing template developed and implemented.</p> <p>Customer charter/communications strategy reviewed to reflect the diversity in communication methods within county.</p> <p>Inclusive customer awareness information booklet developed for all staff.</p> <p>4 meetings of Equality Subcommittee held</p> <p>Customer cultural profile produced and circulated to all service providers.</p> <p>Equality Impact assessment template and guide developed and launched with all service providers</p> <p>Social Inclusion Week 2020 delivered.</p> <p>4 meetings of Drugs and Alcohol forum held</p>

<p>Disability Support Monaghan County Council to meet the obligations of United Nations Convention on the Rights of people with Disability. (UNCRRPD)</p> <p>Age Friendly County Programme</p> <p>Age Friendly Lead the delivery of the Monaghan Age Friendly County Programme, to support and develop county Monaghan as a great place in which to grow old.</p> <p>Migrant Integration Lead the promotion of migrant integration to support migrants to participate fully in life in county Monaghan.</p>	<p>Article 9 Accessibility</p> <p>Article 19 – Living independently and being included in the community</p> <p>Article 29 Participation in political and public life</p> <p><i>Monaghan Age Friendly Strategy 2020-2024</i></p> <p><i>Monaghan Migrant Integration Strategy</i></p> <p>Monaghan Together AMIF project</p>	<p>Service delivery protocol pathway developed</p> <p>Monaghan County Council UNCRRPD action plan developed.</p> <p>Monaghan Age Friendly strategy adopted and launched</p> <p>2020 programme of work agreed and implemented.</p> <p>6 meetings of Monaghan Age Friendly Alliance held</p> <p>6 Older people networks MD meetings held (2 per MD)</p> <p>1 countywide older peoples network meeting held.</p> <p>Monaghan Migrant Integration strategy adopted and launched.</p> <p>2020 programme of work agreed and implemented.</p> <p>Integration officer appointed and programme of work developed and delivery commenced 2020 project targets achieved.</p>
---	--	---

<p>Lead the increased participation in sports and physical activity among all sections of the community in the county</p>	<p>Support MSP committee in delivering requirement of funders sport Ireland.</p> <p>Devise annual operational plan 2020 to target specific population groups in Co. Monaghan (including Children,</p>	<p>Plan Produced and delivered.</p> <p>No. of programmes delivered (15) targeting rural communities,</p>
---	---	--

	Older Adults, People with a disability)	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 & Recreation event)	Number of National Events Supported (4) At least 1,000 people in the County participating across all events
	Support programmes directed at Primary Schools	20 Schools engaging in programmes initiated by MSP 30 Teachers availing of supports training
	Support Club development through training and education timetable and funding schemes	Education & Training timetable developed Q1 and min 10 training courses provided in 2020 for over 200 sports club volunteers including Safeguarding, First Aid, Autism in Sport, Coaching Children Grant Scheme processed
	Develop strong communication and information systems	Develop systems in place to add with communications to general public vis newsletter, e-zine, etc
	Deliver participation programmes for Early Years / Pre-School age Children,	Programmes developed for Early Years sector including Balance Bike and Fundamental Movement Skills
	Deliver on proposed initiatives funded through Dormant Accounts	Community Sports Hub activity programme (Ballybay) Volunteer Support Training Programme Sports Inclusion Disability Capital supports programme

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 competitiveness. 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	Launch & Publish GT Economic Appraisal
	Implement economic actions adopted in Local Economic & Community Plan. Potential Review in 2020	Complete LECP Actions under Strategic Objective 1.1, 1.2, 1.3 &1.5
	PLATO Programme	Deliver Plato Groups in Monaghan, Cavan, Louth & Meath. Complete a work plan for 2020 in Q1 & submit to management group.
	Support Engineering Sector	Work Plan completed Q1 & Quarterly Reports on Engineering Network activity submitted to management committee.
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	Provide training to 500+ businesses Host 20+ business events Support LEAN group – 5 meetings Support IT group – 5 meetings Support Engineering group –
	Provide access to a range of appropriate funding mechanisms, including LEO grants, LEADER funding and Microfinance Ireland	Assess and process LEO grant applications and advise clients
	Avail of funding opportunities to promote business development	Avail of opportunities with partners for business support funding – EI REDF; Brexit Fund, RRDF, etc
	Identify training and development needs of businesses. Develop and/or deliver relevant courses and apprenticeships	Deliver and signpost training, mentoring, and management development courses for businesses
	Manage and develop appropriate enterprise infrastructure at local level	Update survey of available premises
	Promote and market local areas as a location for investment	Complete and Launch website Maintain Social Media Campaign

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
	Participate in Cross-Border initiatives	
Develop a strategy to attract public and private investment	Provide affordable industrial and commercial workspace in the towns	Seek investment to develop infrastructure in towns
	Develop Engineering Sector	Quarterly Report on Future Engineering Project
	Develop Bioconnect Research Centre	Commence Construction by Q3 2020
	Implement Food Strategy	Foods Units will be complete in Q1 & clients identified. A Food network established Q2. Additional units will be fitted by Q4
	Craft Strategy	A Craft Strategy will be commissioned in Q2
Maximise the potential of our towns and villages and promote regeneration and development projects	Address vacancy and dereliction in 5 towns and villages	
	Identify regeneration and residential lands in the towns	
	Identify investment opportunities in towns and villages	

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 Visitor Information	Produce a Calendar of events for 2020	Print version of 2020 Calendar of events produced & disseminated with PDF version available to download on the tourism website. On-line Calendar of events listing continuously on tourism website on-going basis.
	Develop 'new-look' website – www.monaghantourism.com for 2020	Website updated and improved to reflect consumer needs
	Manage Facebook and Instagram posts and Twitter content to reflect and promote events and good news stories	Min of 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 June 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 by providing information or assisting with product development
	Promote significant events that will attract tourists to the County	PR articles in national papers and on-line travel blogs
Support the Community Sector in developing local initiatives	Organise launch of major new interactive visitor experience at the Patrick Kavanagh Centre	New best practice Ireland's Ancient East Visitor experience launched and promoted

	Work with new centre Manager to promote the new facility to tour operators and to the wider public	
	Support Farney Development Group in the delivery of an interactive visitor experience at Carrickmacross Workhouse Assist group in promoting the new visitor experience and with pitching to tour operators	New best practice Ireland's Ancient East Visitor experience developed and installed in the Children's dormitory
	Work in conjunction with Carrickmacross-Castleblayney MD and Monaghan LEO office to secure tenants for the new craft studios in the Market House, Carrickmacross	3 new craft studios occupied
	Continued development of the Ulster Canal	Continue working with key stake holders to further progress the restoration of the Ulster Canal
Prioritise and progress key infrastructure projects	Commence delivery of Failte Ireland's Destination Town funded project in Monaghan Town	Design Team appointed in Q1 Planning permission secured for new developments in Q2 Contractors appointed for agreed works in Q4
Maintain, manage and develop MCC's property portfolio including parks and open spaces	Assist in process of seeking Professional Advice on Investment Opportunities for Hope Castle & Annex Buildings in Lough Muckno Carry out programme of work required based on above advice	Qualified Investment/Property advisor appointed in Q1 Expression of Interest process conducted in Q2
	Deliver major infrastructure upgrade project at Rossmore Forest park which is funded under the Outdoor Recreation Infrastructure Programme.	Improved car parking, access and interpretation in the park
Develop and enhance relationships with key stakeholders Regional Authorities, and access programme that support cross-border cooperation	Project manage the LEADER Heritage Project which is being delivered in conjunction with Cavan and Louth County Councils	Completion of Feasibility Study Report Q2 Submit application to LEADER for capital development funding to deliver on access and interpretation recommendations in the above Report
	Work with ICBAN on the Spot-Lit (EU Literary tourism project	Monaghan represented by Kavanagh, Carleton etc in this project

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. The Council seeks to develop Capital Projects in line with the strategic objectives of the Council and to provide high quality facilities for all users. The Council seeks to bring a high level of consistency of approach to the procurement, management and delivery of projects across the organisation in line with the Public Spending Code and the improved procurement structures embedded into the organisation. The specific priorities and objectives for the Corporate Assets 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 2020.	Progress achieved towards National energy reduction target of 33% by 2020. 3.5 % target for 2020. Continue the roll out of LED Lighting in County.
	Continue to facilitate Planning Section in the Taking in Charge (TIC) of Public Lighting in 2020.	Public Lighting in TIC estates to be made compliant in a timely manner.
Continue to progress Public Sector energy efficiency target	Prepare & implement 2020 Energy Action Plan.	Complete energy projects in accordance with EAP.
	Commence planning for 2030 Energy and Carbon targets	Identify actions necessary to implement new targets.
	Review and update Corporate Energy Policy.	Updated Energy Policy in place. Policy approved by SMT.
	Act as EPO (Energy Performance Office) for Monaghan County Council	Advise and inform SMT on energy management and performance. Lead energy management and performance for the Council.
	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 2020. 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 2020.

	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 report 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 2020.	PEACE Campus to progress to Construction in 2020. Corporate HQ Building to progress to design in 2020. Monaghan Town Building to be completed and successful relocation of Planning Department to building. Dublin Street Regeneration to progress through design stages in 2020. Monaghan IT Hub progress to design in 2020. Castleblayney Library at Gate House No. 2 to progress to Construction in 2020. Castleblayney Court House Public Realm Regeneration, application for funding under Cat B of RRDF in 2020. Develop MUGA at Plantation Road, Monaghan under PEACE iv funding in 2020.
	Maintain and update a detailed I.T. based Property Portfolio.	Property Interest Register in place to ensure a comprehensive inventory of property currently owned by M.C.C is effectively managed by Sections. 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 coordinate all property owning sections of the council.
	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.
	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 reviewed. Disposals in line with Section 183 of L.G. Act. Acquisition & Disposals to be recorded on PIR system.
	Property Asset Management.	Property Asset Management Plan reviewed Compliance with LGAS VFM 30 Property disposal policy in place.
	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 planned 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 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.	High quality and 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:

Corporate Services

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
	Fulfil the organisation's responsibilities under the Ethics Framework	Up-to-date and complete Ethics Register in place by 28/02/2020
	Prepare Draft Corporate Plan 2020 - 2024	Strategy in place to guide work of Council for next 5 years
	Support good governance through an effective audit process	The 2020 Internal Audit Plan is delivered. The 2020 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 2020 Annual Service Delivery Plan by 31/03/2020 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 2020 Communications Officer appointed Communications Strategy developed and actions for 2020 delivered
	Ensure compliance with the Official Languages Act 2003	Scéim na Gaeilge actions for 2020 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 in place Awareness training for all staff delivered
	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	Risk Registers updated quarterly
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
<p>Manage and implement the Health and Safety Management System (HSMS) to ensure the safety, health and welfare of employees and others that could be affected by Monaghan County Council's operations by being compliant with legislation, codes of practice and best practice.</p>	<p>Maintain and update the HSMS's procedures, guidelines, registers and forms in line with the requirements of OHSAS 18001 / ISO 45001 and provide a suitable health and safety service for employees.</p>	<ol style="list-style-type: none"> 1. 2020 Health and Safety Unit Operational Plan in place. 2. Corporate Safety Statement (CSS) in place that is compliant. 3. HSMS up-to-date. 4. HSP40 Temporary Traffic Management Procedure updated in line with new Chpt 8. 5. Main the H&S Unit Corporate Risk Register.
	<p>Provide support, assistance, advice and training to management and employees to help ensure:</p> <ol style="list-style-type: none"> 1. The health and safety of employees and visitors. 2. Compliance with statutory obligations and responsibilities. 	<ol style="list-style-type: none"> 1. 12 x Health and Safety Unit Monthly Reports produced. 2. 2019 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.
	<p>Develop and implement an audit, inspection, investigation and review process.</p>	<ol style="list-style-type: none"> 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 2020 conducted as per Operational Plan 2020.

Finance:

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Compliance with Statutory Regulation	Ensure robust, balance budgeted is prepared for review and adoption by Members	Budget adopted by members within legislative timeframes
	Ongoing reduction in Cumulated deficit	Reduction achieved each year
	Annual Financial Statement completed and submitted by 31 st March	AFS submitted within legislative timeframes
	Ensure no material audit adjustments are required	No audit adjustments
	General Government Balance return submitted quarterly by deadline	GGB returns submitted on time
	Prompt payment return submitted on time	Prompt Payment return submitted on time
	Quarterly loan reporting submitted on time	Acceptable Gearing Ratio
	PO's > €20k return submitted on time	All returns published on the website
	Revenue returns and payments calculated accurately and submitted on time	No taxation penalties/ interest payable
Operate efficiently to support all Council functions/ Members of the public/ Local businesses	NOAC indicator – Monitor/ improve Rates collection %	% of Rates collection meets or exceeds NOAC's target
	Indicator – Monitor Rent collection %	% collected acceptable to Local Government Auditor
	Indicator – Monitor/ improve Loan collection %	% collected acceptable to Local Government Auditor
Monitor and strive to continuously improve Financial Management	Issue Quarterly financial reports to SMT and Members – comparing actual vs. budget and forecasting full year income and expenditure	Report prepared and issued

	Monitor cashflow and ensure adequate funding is in place for all revenue expenditure and capital projects	All capital balances/ expenditure reviewed and reconciled quarterly
Demonstrate effective Asset Management	Update and monitor the Fixed Asset Register. Compare the FAR with other IT systems such as the Property Asset Register and iHouse. LGA reviews reconciliations	Local Government Auditor satisfied that systems reconcile
Continuously review and improve Financial Administration function	Ensure that all payroll and suppliers are paid promptly and accurately	No Penalties/ interest payable for prompt payments
	Review and improve internal controls and increase quantity of monthly/ quarterly reconciliations within Finance	LGA conducts more controls audits and fewer substantive tests during annual audit

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 2020 service delivery plan for HR is set out below:

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Plan and deliver our Organisation's Workforce requirements	Develop a Workforce that is equipped with the skills and competencies to meet the challenges of our evolving environment	Total number of WTE's. WTE's per Capita.
	Implement the People Strategy	Agreed objectives have been achieved.
	Carry out continuous Workforce Planning for the organisation.	Succession Planning, business continuity and training needs met. Panels maintained.
	Legislation and statutory obligations.	Ensure compliance with legal and statutory obligations including General Data Protection Regulations. Policies/procedures communicated to all staff in HR
	Implement the amalgamation of Payroll and Superannuation staff to support and compliment the Human Resources function. Ensure ease of access through technology.	All Payroll duties are transferred to HR and payroll paid on time. Superannuation Data transfer completed. Optimise use of Core system, MyPay, Laserfiche and other relevant technologies.
Be an employer of Choice	Attract and recruit people with the appropriate knowledge, skills and behaviours.	Suitable candidates recruited in timely fashion, in compliance with DECLG sanction/guidelines.
	Promote the career opportunities and the potential for development and progression offered by working in the organisation.	PDP's agreed, and mid-year and end year reviews completed. Training and development requirements are considered.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
	Enhance recruitment and selection processes by utilising the full range of marketing and communication channels to promote recruitment campaigns while also ensuring ease of access through technology.	Core V28 commenced. Embrace all new technologies to promote and recruit staff.
Create culture of continuous learning and development	Create a Training and Development Programme in line with corporate priorities and career development.	Staff are equipped with all the required knowledge, qualifications and skills.
Empower and enable our Managers and Supervisors.	Develop and update policies, procedures and practices that underpin and support effective people management.	Clear policies/procedures are implemented and communicated across the organisation. Operation of time and attendance management system. Implement and monitor PMDS.
	Support newly appointed team leaders in people management.	Supporting and mentoring new team leaders.
	Roll-out mentoring, support and induction of new employees and newly promoted staff.	Newly recruited staff supported in their integration and their progress monitored.
Promote positive employee relations and engagement	Communicate and consult effectively with staff and unions on key organisational activities and plans.	Reduced conflict, disputes and risk of industrial action.
	Recognise Individual, Team and organisation achievement.	Staff and organisation achievements recognised through newsletters etc.
	Promote and support a culture of dignity, respect and equality.	Safe, secure working environment, differences respected, staff valued.

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
Create a fair, supportive and healthy working environment	Develop a Health & Wellness campaigns that incorporates staff welfare.	Engagement of staff in health and wellbeing initiatives.
	Promotion of employee assistance programme, 'Health and Wellbeing' events.	Engagement of staff in health and wellbeing initiatives.
	Range of family friendly initiatives offered.	Work-life balance achieved.
	Embed Public Sector duty values into organisational plans and activities.	Raised awareness of equality and diversity, equal treatment for all.

Information Systems and Innovation

In its Corporate Plan, Monaghan County Council has committed to delivering an efficient, effective and accessible service through advancing information systems and technology and promoting a culture of innovation. The Information Systems and Innovation department has the lead role in delivering on the Council's commitments in this area. The 2020 service delivery plan for this department is set out below:

Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
<p>Provide a modern, secure, green and accessible ICT infrastructure to enable efficient and reliable service delivery</p>	<p>Upgrade Server, PC and Laptop Operating Systems to current, supported, licenced versions Monitor and maintain datacentre in HQ and comms rooms in remote offices Replace/upgrade Switches, Routers and other N/W equipment Continue to provide high level of cyber security Roll out power management to all PCs Roll out SIP and IP telephony to remote offices</p>	<p>NOAC indicator – Overall cost of ICT provision per WTE NOAC indicator – Cost of ICT provision as a proportion of revenue expenditure All Servers, PCs and Laptops running supported, licensed Operating Systems No unplanned Server downtime Successful Security Audits Reduction in PC power consumption across the organisation Reduction in telecommunication costs across the organisation</p>
<p>Lead innovation, and develop and support initiatives through collaboration at local, regional, national and EU level</p>	<p>Develop and implement Innovation Framework Support and promote national public service innovation events locally Develop and promote use of Innovation Hob on Staff Portal</p>	<p>Innovation team established, and framework developed Attend national innovation public sector network events</p>
<p>Upgrade and Implement new and emerging software</p>	<p>Carry out recommended software and system upgrades to avail of new/enhanced features and functionality and for security purposes</p>	<p>Applications running on latest / latest minus 1 version</p>

<p>and systems where appropriate, including AI and Robotics, while keeping in mind accessibility, security, privacy and information management requirements</p>	<p>Continue roll-out of Laserfiche throughout the organisation Implement Virtual Reality solutions including a solution for house viewings for pre-lets and house condition surveys Implement a planning digitization register to plot planning information and develop and implement a planning validation system Deploy business intelligence tools to provide graphic information dashboards to assist with decision making</p>	<p>No. of processes automated using Laserfiche</p>
<p>Implement and maintain high quality GIS systems and open data technologies</p>	<p>Roll out new GIS system throughout organisation Publish open data on national portal</p>	<p>Legacy GIS system replaced with new IMGS solution New mapping format implemented Data sets published</p>
<p>Provide broadband, Wi-Fi facilities and online services to staff, libraries and the community</p>	<p>Implement an Online Forms Portal to enable development of online applications for services to citizens Implement public consultation portal Continue to develop www.monaghan.ie website Replace/Upgrade WAN links to avail of improvements in broadband and security Continue to support library facilities as spaces to encourage innovation and creativity Review and maintain corporate and public Wi-Fi networks Implement online interactive mapping applications Implement national online planning system when available and as per national roll-out schedule</p>	<p>No. of online forms available for service applications NOAC indicator – No. of visits to website Improved bandwidth and reliability</p>
<p>Implement and promote remote working technologies including mobile devices and apps,</p>	<p>Develop training plan for Microsoft/Office 365 including MS Teams and roll-out to staff</p>	<p>All staff trained in Office 365 Reduction in mobile phone and data costs</p>

virtual teams, conferencing facilities	Complete porting of mobile devices, where appropriate, to Three network Continue to develop and implement Mobile Apps	Process efficiencies and cost savings
Provide high quality technical support to all our customers	Continue to provide high quality technical support Carry out analysis of service desk calls to identify trends, and training requirements	No. of Support Calls logged / resolved Average time taken to respond to and to resolve support requests

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 47-50	

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 53-65	

3. Water

Performance Indicator W1:	% Drinking water in private schemes in compliance with statutory requirements
NOAC Report: Page 66	

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 67-69

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 71-73

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 75-76

7. Library/Recreation

Performance Indicator L1:	Library Visits & Issues
Performance Indicator L2:	Cost of operating a Library service

NOAC Report: Page 79

8. Youth/Community

Performance Indicator Y1: Participation in Comhairle na nÓg scheme

Performance Indicator Y2: Groups associated with the PPN

NOAC Report: Page 81

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

NOAC Report: Page 83-84

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 86-89

11. Economic Development

Performance Indicator J1: Number of jobs created

Performance Indicator J2: Trading Online Vouchers

Performance Indicator J3: No. of mentoring recipients

Performance Indicator J4: Tourism Strategy / Designated Tourism Officer

NOAC Report: Page 94

2018 Social Housing Output Delivery

Table 1 Build

Table 2 Acquisition

Table 3 Leasing

NOAC Report: Page 96-98