

# Plean Bliantúil Soláthair Seirbhíse 2021

## Annual Service Delivery Plan 2021



Comhairle Contae Mhuineacháin  
Monaghan County Council



## 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 2021, which was adopted by the members on 17 November 2020.

The Annual Service Delivery Plan 2021 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 2021 Service Delivery Plan.

## Principal Services

The allocations to the different Service Divisions of Monaghan County Council in Budget 2021 are as follows:

Service Division	Funding Approved €
Housing and Building	€8,104,744
Road Transport and Safety	€23,571,957
Water Services	€9,180,867
Development Management	€10,486,628
Environmental Services	€6,624,715
Recreation & Amenity	€5,138,206
Agriculture, Education, Health & Welfare	€507,270
Miscellaneous Services	€7,539,896
<b>Total Budget</b>	<b>€71,154,283</b>

The following pages set out

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

## **Municipal Districts**

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, Information Systems and Health & Safety Unit. 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.

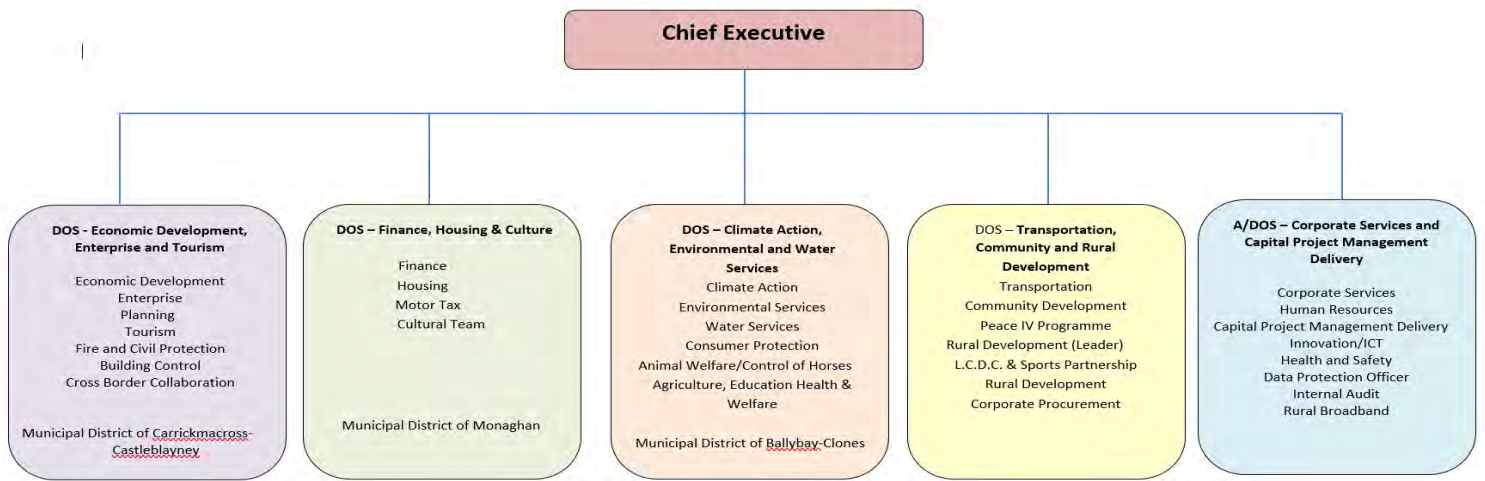
**NOAC**

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 2019 NOAC Local Authority Performance Indicator report was published in November 2020. In 2019, there were 39 local authority performance indicators. Full details on the Service Indicators are included in Appendix 1.

**Management Structure**



## CORPORATE PLAN HIGH LEVEL GOALS

This Corporate Plan - underpinned by our Core Values - proposes twelve High Level Goals which will deliver our Mission and ensure the improvement of Council services and infrastructure over the period of the Plan 2020 - 2024. For each High Level Goal, we have identified a number of supporting strategic objectives for which actions and activities are identified by relevant Departments in their Annual Service Delivery Plans

<b>1 TO ENSURE A CLEAN, SAFE AND SUSTAINABLE ENVIRONMENT</b>	Support biodiversity and ensure the sustainable management of water, waste, and all other environmental resources
<b>2 TO SUPPORT LOCAL DEMOCRACY</b>	Support the Elected Members, Corporate Policy Group, Strategic Policy Committee, Joint Policing Committee, Public Participation Network and all other committees in their leadership and representative role in response to the needs of the Community
<b>3 TO DELIVER QUALITY &amp; INCLUSIVE CUSTOMER SERVICES</b>	Improve Accessible Services, improve communications and engagement with the public to drive efficiency and effectiveness for our customers.
<b>4 TO SUPPORT OUR LOCAL ECONOMY</b>	Support the Business Community to stimulate growth, encourage start-ups and maximise job creation. Improve prosperity through cross border partnerships i.e. ICBAN and EBR. Deliver on the economic objectives in the Local Economic and Community Plan.
<b>5 TO ENHANCE CULTURE AND CREATIVITY</b>	Strengthen the capacity of the culture and creative sectors within County Monaghan.
<b>6 TO STRENGTHEN OUR COMMUNITIES</b>	Develop, Support and Enhance the quality of life of sustainable, inclusive communities in County Monaghan as envisaged in the Local Economic and Community Plan.
<b>7 TO IMPROVE INFRASTRUCTURE AND PROVIDE ACCESSIBLE SERVICES</b>	Progress key infrastructure projects.
<b>8 TO DELIVER HOUSING AND HOUSING SUPPORTS</b>	Increase the supply of social housing, improve existing housing stock and develop quality amenities to enhance Monaghan as a place to live.
<b>9 TO IMPLEMENT ROBUST BUSINESS AND FINANCIAL MANAGEMENT AND CORPORATE GOVERNANCE</b>	Develop and implement sound financial, management and governance systems to enable organisational and operational efficiency
<b>10 TO DEVELOP OUR PEOPLE AND ORGANISATION.</b>	Ensure Monaghan County Council, is an employer of choice, builds our workforce for the future, supports and values managers as people developers.
<b>11 TO ENSURE EFFICIENT AND EFFECTIVE SERVICE DELIVERY THROUGH ADVANCING INFORMATION SYSTEMS AND TECHNOLOGY.</b>	Accelerate the digital delivery of improved and accessible services by promoting a culture of innovation.
<b>12 TO TRANSITION TO A LOW CARBON &amp; CLIMATE RESILIENT SOCIETY</b>	Working in partnership with other key stakeholders to deliver on the adaptation and mitigation actions identified in the Climate Action Plan, Climate Change Adaptation Strategy and Climate Action Charter.

## Housing

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. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
To identify the categories of Social Housing need of all communities in County Monaghan and prioritise their needs in capital expenditure programmes	3, 6, 7, 8	Plan and prepare a report outlining the social housing needs of all sections of the Community. Ensure social housing applications are dealt with within a 12-week period	Completion of the Social Housing Assessment 2021
To deliver good quality accessible social housing through planned programmes for construction, acquisition, leasing, maintenance and refurbishment.	3, 7, 8	Continue ongoing construction, acquisition, leasing (if suitable and necessary), maintenance and refurbishment programmes and further develop programmes for subsequent years. Prepare, submit and support funding applications for additional social housing to be provided by Monaghan County Council and Approved Housing Bodies.	Rebuilding Ireland targets and NOAC Housing Stock statistics.
To optimise the use of housing land banks and increase land bank reserves.	7, 8	Examine potential and feasibility having regard to sustainability for development of land in ownership of Monaghan County Council and advertise for acquisition of additional land for future development.	
To ensure casual vacancies are re let in a timely fashion.	7, 8  3, 8	Review pre tenancy process including usage of online video presentations/tests	NOAC Housing Vacancies/Average reletting times and cost/Housing Maintenance Costs

To optimise the use of housing stock while at the same time achieving value for money.		Use of revised contractor framework, incorporate energy efficiency targets to reflect Climate Change Strategy	
To provide for the housing needs of Vulnerable Groups	6, 8	Undertake exercise in identifying vulnerable households on the waiting list and make allocations having regard to that Plan.	Assessment having regard to targets contained in the Housing and Disability Strategy
To meet the needs as set out in the Traveller Accommodation Plan.	6, 8		Report prepared to assess progress of the Traveler Accommodation Programme 2019-2024
To meet the needs of Homeless in County Monaghan.	6, 8		Report prepared to assess progress of the North east Homeless Action Plan 2018 - 2024
To promote home ownership by increasing the range of housing accessible procurement alternatives.	8	Sale of houses will continue under the Tenant Incremental Purchase Scheme and subject to development of a proposed new affordable housing scheme Monaghan County Council will endeavour to provide affordable housing where feasible and needed.	
To co-ordinate a programme of work to bring Derelict / Vacant properties back into use.	1, 6, 8	Continue inspections of properties and follow up to determine whether vacant or occupied. Liaise with property owners to encourage reoccupation of properties. Assessment against the provisions of the Vacant Homes Strategy	
To ensure Private House grants for people with a disability and older people in our communities to meet the priority needs in County Monaghan.	8	Review and Implement priority policy for private housing grants	No's of Housing Grants issued per annum versus No of Priority 1/Priority 2 applications recouped
To promote a high standard of private rented dwellings.	8	Continue the private rented Inspections programme. Review the percentage of	NOAC performance indicators relating to private rented inspections

		inspections compared to overall number of Private Rented Dwellings. Annual target set by Department.	
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## Transportation

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. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
To plan, develop and progress strategic infrastructural routes.	7	<p>Implement Road Improvement Schemes identified in Ireland 2040 and County Development Plans.</p> <p>a) Clontibret to the Border b) Ardee to Castleblaney.</p> <p>N2-N12 Monaghan Business Park Link Road.</p> <p>N54 to the N12 Northern Route.</p> <p>N53 Dundalk Road to Tullyvin Roundabout.</p> <p>Advance other strategic routes identified in the Development Plan.</p>	<p>Phase 2 Option Selection complete. Phase 3, Design &amp; Environmental Evaluation in progress.</p> <p>Strategic Assessment Report completed, and scheme progressed subject to funding.</p> <p>Strategic Assessment Report completed and included on TII project list.</p> <p>Strategic Assessment Report completed and included on TII project list.</p> <p>Projects prioritised and advanced subject to funding.</p>
To maintain & improve the structural quality of the road network.	7	<p>Progress N54 Tullybryan as Minor Improvement Scheme. N53 Ballinacarry Bridge</p> <p>N12 Silverstream to Co. Armagh border realignment scheme</p>	<p>Completion of Phase 3 of the design process. Phase 4 in progress Consultants appointed and preliminary design completed.</p> <p>Strategic Assessment Report completed</p>

		<p>Deliver National Road Maintenance Programmes.</p> <ul style="list-style-type: none"> <li>• N54 Monaghan Town</li> <li>• N54 Clonlura</li> <li>• N2 Castleblayney By-Pass(Tullyvin to Cremartin)</li> </ul> <p>N2 Tullyvaragh Junction</p> <p>N54 Margaret Skinnader Roundabout</p> <p>HD 17 Road Safety Sites</p> <p>National Road Maintenance Schemes</p> <p>Non-National Improvement schemes</p> <p>Non-National Maintenance schemes</p>	<p>2.3kms of resurfacing completed. 2.6km of resurfacing completed PARR approved &amp; design completed</p> <p>Part 8 completed, land acquired, tender process completed</p> <p>Roundabout completed</p> <ul style="list-style-type: none"> <li>• Smithboro Pedestrian crossing &amp; N2 Tirnaneill Junction completed.</li> <li>• Feasibility reports approved for Brennan's Cross, Edenaforan schemes</li> <li>• Defect survey completed; defects identified.</li> <li>• Roads repairs prioritised and completed on a risk basis.</li> <li>• Gateway Signage installed at identified locations.</li> </ul> <p>Structural improvement on 45Km of Non – National Network completed</p> <p>Restorative Maintenance completed on 65Km of Non-National roads.</p>
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		<p>Bridge Rehabilitation Works</p> <p>Deliver Regional &amp; Local Road Restoration Maintenance</p> <p>Deliver Winter Service Plan</p> <p>Implement PSCI Road Survey and monitoring programme in line with national targets</p> <p>Implement LIS &amp; CIS Schemes</p> <p>Implement funding for Specific Improvement Grants on Regional roads:</p> <ul style="list-style-type: none"> <li>• Brackley Bridge</li> <li>• R181- Crossduff to Drumillard</li> </ul>	<p>NOAC R2: Completed Regional Road Grants Works in accordance with agreed Restoration programme</p> <p>20 Bridge rehabilitation schemes completed</p> <p>Discretionary Maintenance works prioritised and implemented in conjunction with the Municipal Districts.</p> <p>Winter Maintenance programme implemented. Severe weather operations reviewed at the end of the season. Plant maintained and updated as required.</p> <p>NOAC R1: 100% PSCI Survey of Regional Network completed. 100% PSCI survey of Local Primary Road Network completed. 100% PSCI survey of Local Secondary Road Network Completed 100% PSCI survey of Local Tertiary Road Network completed.</p> <p>Schemes delivered according to budgetary allocation.</p> <p>Construction underway Land Acquisition completed</p>
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		Development of Ulster Canal Greenway progressed.	Part 8 planning obtained for the Greenway. Detailed design underway, land acquisition commenced, tender documents prepared.
		Park & Share Facility at N2 Carrickmacross	Scoping/Feasibility report prepared for Carrickmacross area.
Enhance the safety of the road network.	1, 3	<p>Deliver Safety Improvement Schemes on National road network.</p> <p>Implement HGV restrictions in Monaghan Town</p> <p>Implement Safety Improvement scheme works on Regional &amp; local roads.</p> <p>Implement the VRS safety barriers repair/ replacement programmes on the applicable National routes.</p> <p>Implement actions in the Noise Action Plan.</p> <p>Implement Fencing Retrofit programme.</p> <p>Draft new five-year Road Safety Plan.</p>	<p>Improved road safety through the completion of identified HD 15, HD17 &amp; HD28 safety improvement schemes on national routes.</p> <p>Restrictions implemented</p> <p>Low cost safety schemes completed as identified and prioritised by the Municipal Districts.</p> <p>VRS inspected, replaced and repaired as needed.</p> <p>Year 3 Noise action measured delivered subject to funding.</p> <p>Fencing installed in accordance with the approved schedule of works (2km estimated length).</p> <p>Plan completed, year 1 actions implemented.</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. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
To fulfil obligations under the Service Level Agreement and Annual Service Plan with Irish Water.	1, 3, 7	<p>Deliver on agreed Irish Water / Monaghan County Council Annual Service Plan 2021</p> <p>Water Services with the assistance of Corporate Services to transfer all fixed water and wastewater assets to Irish Water.</p> <p>Decommission and monitor redundant water services infrastructure and non-Irish water assets.</p> <p>To provide support and assistance to planning section for Taking in Charge requests in relation to water service infrastructure and carry out any necessary works as required for transfer to Irish Water – as per memorandum of understanding between Local Authorities and Irish water.</p> <p>Process all relevant planning applications, provide support and assistance to future development and planning applications</p>	<p>Performance measured on each of the ASP Key Performance Indicators.</p> <p>Number of assets transferred to IW.</p> <p>Schedule II TIC Reports completed and returned to Planning Section.</p> <p>All planning reports returned within required timeframe.</p>



To build resilience to the impacts of climate change across all council functions and services through the implementation of the Monaghan County Council Climate Action Plan 2020 – 2021.		Support Climate Change Steering Committee to deliver actions in County Climate Action Plan 2020 / 2021	<p>Work in partnership with Irish Water to ensure biodiversity awareness at all fixed sites. Progress two identified operational sites and prepare native woodland planting and biodiversity specific plans.</p> <p>Provision of electric vehicle for Find and Fix Leakage Inspector</p>
<p>Execute duties as the Water Authority for Group Water Schemes and small private water supplies under the Drinking Water Regulations 2014.</p> <p>Implementation of The County Monaghan Rural Water Programme</p>	1, 3, 7	<p>Implement and manage drinking water sampling plan.</p> <p>Administer subsidy applications Administer and manage rural water capital investment programme</p> <p>Administer Well and DWWTS grants as per 2020 issued circulars.</p>	<p>NOAC W1: Percentage of Private Drinking Water Supplies in Compliance with the Drinking Water Regulations</p> <p>Annual Subsidy Payments Processed and Recouped (€'s) Administer and Supervise the Multi Annual Rural water Programme 2019 – 2021.</p> <p>Carry out pre and post works inspections on eligible applications. All eligible applications processed, and grants issued.</p> <p>Carry out water audit of four Group Water Schemes and four Small Private Supplies</p>
To build resilience to the impacts of climate change across all council functions and services through the implementation of the Monaghan County Council Climate Change Adaptation Strategy 2019-2024		Support Climate Change Steering Committee to deliver actions in County Adaption Strategy, 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

## 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 2021 are outlined below. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
<p>To provide an effective, equitable and consistent planning service.</p> <p>Operate a Development Management System in compliance with legislative and policy requirements.</p> <p>Operate an enforcement system in line with legislative and policy requirements.</p>	<p>1, 3, 4, 6</p>	<p>Provide an effective, equitable and consistent planning service</p> <p>Operate public consultation &amp; information service</p> <p>Process all planning applications, material contraventions, appeals, declarations, extensions of duration applications, Part 8s, etc</p> <p>Monitor, investigate and take appropriate enforcement action in respect of unauthorised development.</p>	<p>Ensure that all actions are carried out in a transparent and fair way and are processed in a timely manner in accordance with legislative and policy requirements.</p> <p>Operate online planning application information system Public counter facility operated daily Pre-planning clinics operated weekly, and public telephone morning twice-weekly One Agents Workshop conducted per year NOAC P2:</p> <p>Applications processed in compliance with legislative and policy framework.</p> <p>NOAC P3: Enforcement action taken in compliance with legislative requirements and deadlines.</p> <p>Ensure all development contributions and bonds/securities are collected</p>

Implement development contribution scheme within legislative and policy requirements.		Manage, collect and monitor payment of development contributions and bonds/securities Implement the development contribution scheme and ensure compliance through appropriate legislative processes	Implementation of scheme and collection of contributions
To ensure a planning policy framework for balanced and sustainable development in the urban and rural areas. Develop a planning policy framework within legislative and policy requirements.	1, 4, 6	<p>Organise Economic Development &amp; Enterprise Support Strategic Policy Committee Meetings Prepare a revised Development Contributions Scheme for period up to 2025</p> <p>Process variations of the Monaghan County Development Plan as required Complete Department of Housing, Local Government &amp; Heritage Housing Needs Demand Assessment (HNDA)</p> <p>Manage Vacant Sites Levy Register</p> <p>Prepare a Village Plan for Glaslough</p> <p>Assist in preparation of Local Area Action Plans (LAAP) in the town of Carrickmacross</p> <p>Assist in implementing Dublin Street South Regeneration Plan Assist in preparing a Master Plan for the development of lands to North of Dublin Street</p>	<p>Organise a minimum of four meetings annually and provide information to members Review conducted within legislative requirements</p> <p>Variations of Development Plan adopted by Members, within legislative provisions HNDA completed</p> <p>Register updated</p> <p>Plan adopted by elected members and implemented Plans prepared and adopted by elected members</p> <p>Implement Dublin Street Regeneration Plan Plan prepared and adopted by elected members Plan prepared and adopted by elected members</p>



		Identification of all areas within the County suitable for wind energy / renewal energy exploitation	
Manage and protect the built heritage within the County.	3, 5, 6	<p>Ongoing review of the Record of Protected Structures (RPS) in accordance with Ministers recommendations</p> <p>Implement Built Heritage Investment Scheme</p> <p>Process applications for Historic Structures Fund</p> <p>Processing of Section 57 Declarations</p> <p>Complete annual Part IV statistical return</p>	<p>RPS reviewed and proposed amendments incorporated as a variation to the MCDP</p> <p>Scheme implemented and funds distributed</p> <p>Applications processed and recommendations referred to Department of Housing, Local Government &amp; Heritage for funding</p> <p>Processing Declarations within legislative requirements</p> <p>Return completed</p>
Resolve remaining unfinished housing developments in the county and take in charge developments as required.	1, 6	<p>Resolve remaining unfinished housing developments (UHDs) within the County</p> <p>Taking in Charge of housing developments within legislative requirements as requested</p> <p>Review all historic Taking in Charge (TiC) applications currently lodged</p> <p>Review and revise Taking in Charge Procedures</p>	<p>All remaining unfinished housing developments in the County resolved</p> <p>All applications for Taking in Charge processed within legislative requirements</p> <p>All historical applications for Taking in Charge processed to a conclusion</p> <p>Revised Taking in Charge Procedures produced</p>
Reduce the level of dereliction.	1, 6	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

### Economic Development & Tourism

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. 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. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
<p>Develop a strategy to promote entrepreneurship, foster business start-ups, and develop existing businesses, including those sectors with significant export potential</p> <p>Promote economic sustainability and development in County Monaghan by progressing the County as a location for investment and employment creation</p> <p>Promote the Local Enterprise Office as a 'One Stop Shop' to meet the needs of small businesses in the county</p>	4	<p>Update the economic data for County Monaghan</p> <p>Implement economic actions adopted in Local Economic &amp; Community Plan</p> <p>Development of a strategy to attract public and private investment</p> <p>Devise a strategy to improve the quality and diversity of employment in the County</p> <p>Provide a range of information, supports and referrals to support business expansion and development</p> <p>Provide access to a range of appropriate funding mechanisms including LEO grants, LEADER funding and Micro Finance Ireland</p> <p>Manage and develop appropriate capacity building management development programmes aiding competitiveness and resilience within SME's</p>	<p>Informed dataset to assist in policy formulation</p> <p>Complete LECP Actions under Strategic Objective 1.1, 1.2, 1.3 &amp; 1.5</p> <p>Promote the County as a place to invest</p> <p>Work with the ETB to develop appropriate training for individuals in the county</p> <p>No. of businesses assisted 1000 No. of referrals 30 No. of events 50 No. of Trading Online Vouchers 40 No. of mentoring assignments 100</p> <p>No. of grants Provided 18 No. of businesses assisted with grant applications 25</p> <p>No. of SME's on Brexit specific Management programmes 90 No. of SME's at Brexit specific ancillary events 50</p>

Lead and Manage Entrepreneurship Support Services		Collaborate with our regional LEOs to deliver programmes in the region	No of SME's on Leadership & Management programmes 12
			Participation in PLATO, Focused Engineering, E-Commerce Regional & Digital Innovation Hub
		Collaborate with protocol partners to develop and enhance appropriate and specific enterprise support at local level	No. of businesses supported 50
			Deliver a Leadership & Management programme for Childcare sector with DKIT
		Participate in Cross-Border initiatives	No. of businesses supported 12
		Support the implementation of ICBAN's Framework of Regional Priorities	Participation in PEACE PLUS programme
		Explore with partners the establishment of business clusters as per the Action Plan for Jobs.	No. of projects supported 15
Local Economic Development Services		Review the Monaghan Women in Business Network	Cooperate with ICBAN in developing projects of regional scale
		Deliver the Student Enterprise Programme	No of projects supported 2
		Liaise with Monaghan County Council in the provision of industrial land for new and expanding businesses	Review the Monaghan Tourism Business Network in conjunction with partners and stakeholders.
To develop a sustainable tourism industry in the county which will lead to	1, 4, 5	Deliver Family Cycle Trail in Rossmore Forest Park	No of female entrepreneurs supported 50
			No of Schools supported 10
			Identify potential sites for development
			2.5km Cycle Trail delivered

<p>an increase in visitor numbers and visitor revenue.</p>		<p>Promote Kavanagh Centre and develop Arts Programme and key festivals/events in conjunction with local development group</p> <p>Promote new CMX Workhouse exhibition in conjunction with Farney Development Group</p> <p>Progress Failte Ireland funded Destinations Town project for Monaghan Town</p> <p>Develop Sliabh Beagh as a Tourism Destination</p> <p>Develop potential of the Ulster Canal</p> <p>Project manage the LEADER Heritage Project which is being delivered in conjunction with Cavan and Louth County Councils</p>	<p>Increased profile and visitor numbers Min 4 events delivered</p> <p>Increased visitor numbers</p> <p>Project progressed through Planning and Tender Process</p> <p>Work in conjunction with Knockatallon Development Group to deliver min 3 actions from the <b>Sliabh Beagh Tourism Action Plan</b></p> <p>Continue working with Waterways Ireland and other key stakeholders such as Clones Development Society, to complete plans and secure funding for the restoration of the Ulster Canal and other and the development of a canalside amenity in Clones</p> <p>Support the development of the Ulster Canal Greenway project and the link to the Clones amenity</p> <p>Interpretation Signage and 2 Conservation Management plans delivered</p>
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		<p>Work in conjunction with Carrickmacross-Castleblayney MD and Monaghan LEO office to secure tenants for the new craft studio in the Market House, Carrickmacross</p> <p>Work with Failte Ireland in the development of South Monaghan Tourism Cluster</p> <p>Develop Potential of Lough Muckno</p> <p>Work with ICBAN on the Spot-Lit (EU Literary tourism project</p> <p>Review Monaghan Way Route</p> <p>Commence review of County Tourism Strategy &amp; undertake Consultation for new Strategy 2022-2027</p> <p>Undertake review of existing assets</p> <p>Work in conjunction with East Border Region to access tourism funding under the PEACE Plus programme</p> <p>Review Greenway Strategy for Tourism and cycling strategies</p> <p>Operate Tourist Office</p>	<p>New craft studio occupied</p> <p>New Ireland's Ancient East Visitor cluster destination developed</p> <p>Complete consultation and Masterplan in conjunction with Failte Ireland</p> <p>Literary 'product' developed around Patrick Kavanagh</p> <p>Progress recommendations from Monaghan Way Review report in conjunction with CMX/Blayney MD</p> <p>Key products, themes and investment areas identified which will inform Peace Plus and LEADER programme consultations</p> <p>Identify products/resources that need to be upgraded</p> <p>Funding application submitted in conjunction with EBR and other partner councils</p> <p>Identify projects for development</p> <p>Tourist Office operated on a Seasonal basis from June to end of September</p>
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		<p>Manage Social Media accounts to reflect and promote events and good news stories</p> <p>Ensure promotional materials and website are updated</p> <p>Maintain profile through effective PR and advertising</p> <p>Advice and support meetings provided for new operators and trade workshops organised</p>	<p>Regular postings on Monaghan Tourism accounts</p> <p>Updated content across all media</p> <p>Delivery of annual My Monaghan campaign</p> <p>Individual advice and support meetings provided for tourism operators (individuals and community groups) on request, particularly those interested in applying for funding</p>
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## 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. 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. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
<p>Support and facilitate the work of the Local Community Development Committee (LCDC) in partnership with Statutory and Non-Statutory Agencies</p> <p>LCDC to deliver and implement Social and Economic Development through the Local Economic and Community Planning Process (LECP), Social Inclusion and Community Activation Programme (SICAP) and the Rural Development Programme (LEADER).</p>	3, 6, 12	<p>Manage and administer the LCDC and sub-structures including:</p> <ul style="list-style-type: none"> <li>• SICAP Sub Group</li> <li>• Healthy Monaghan Sub Group</li> <li>• Equality Sub Group</li> </ul> <p>Drugs &amp; Alcohol Forum: Facilitate &amp; co-ordinate the meetings of Monaghan Drug &amp; Alcohol Forum Progress actions from the forum's strategic plan</p> <p>Facilitate meetings of the cross-county Cavan/Monaghan DAF communications subgroup</p> <p>Deliver and monitor community actions of the Local Economic and Community Plan (LECP)</p>	<p>LCDC process operated in line with guidelines as revised and issued by DRCD. At least 10 LCDC meetings in 2021.</p> <ul style="list-style-type: none"> <li>• SICAP – meet as required</li> <li>• Healthy Monaghan – meet as required</li> <li>• Equality Sub Group - 4 meetings</li> </ul> <p>4 x meetings of Monaghan DAF held</p> <p>Actions from Strategic Plan progressed.</p> <p>4 x subcommittee meetings of Cavan Monaghan DAF communications group Actions progressed</p> <p>Actions delivered and monitored</p>

		<p>Review 2016-21 LECP and prepare 2022-27 LECP, subject to DRCD requirements and guidance.</p> <p>Manage and administer the SICAP Programme</p> <p>Manage and administer the LEADER Programme</p> <p>Continue interagency work through representing MCC on external committees/boards.</p>	<p>Review of 2016-21 LECP completed and preparation for 2022-27 LECP advanced.</p> <ul style="list-style-type: none"> <li>• SICAP – managed, administered and funding drawn down and transferred to Programme Implementer.</li> <li>• LEADER – managed, administered and funding drawn down and paid to project promoters.</li> </ul> <p>Article 48 Checks conducted as required. Admin costs monitored and managed.</p> <p>Continued representative presence on Board of Cavan Monaghan Local Link (CMTCU).</p> <p>Continued representative presence on Children &amp; Young Persons Services Committee (CYPSC) – Deputy Chair, also on working groups.</p>
Participate in community-focused cross-border and EU programmes with a view to enhancing community infrastructure, capacity and activity.	4, 5, 6, 7	<p>Complete final element of Peace IV – MUGA at Mullaghmart</p> <p>Prepare for delivery of Peace Plus programme.</p> <p>Commence Peace Programme at Peace campus.</p>	<p>MUGA completed and final drawdown of funds commenced. To be completed before end March 2022.</p> <p>Evaluation of Peace IV completed.</p> <p>Peace Programme Manager and Asst Manager in place and preparation of Local Action Plan commenced.</p> <p>Peace Programme Officer in Peace Campus appointed.</p>



			Development of Peace Programme in Peace Campus commenced.
To promote equality and inclusion for all service users by developing cross departmental actions and policies.	3, 6,	<p>Support Social Inclusion and Positive Mental Health Promotion.</p> <p>Support delivery of Connecting for Life (C4L) Suicide Prevention Strategy</p> <p>Support Equality sub committee of LCDC.</p> <p>Complete Public Sector Duty Plan for MCC and support implementation by all divisions.</p>	<p>Social Inclusion Week 2021 delivered. Positive Mental Health Week 2021 supported.</p> <p>Participate on C4L two county committee and working groups.</p> <p>Four meetings of Equality sub committee held.</p> <p>Working group reconvened Work plan agreed and implementation commenced MCC Divisions supported in delivery of 2021 Actions from Plan.</p>
Support the Public Participation Network (PPN) in realising its role and function.	3, 6, 12	<ul style="list-style-type: none"> <li>• Provide continued development support to all PPN member groups</li> <li>• Ensure ongoing mentoring is provided to all PPN representatives</li> <li>• Develop a tailored training programme to build skill set and capacity of member groups</li> <li>• Collaborate with local authority and other organisations on consultations i.e. review of LECP/Litter Management Plan</li> <li>• Coordinate development of a Migrant Intercultural forum</li> <li>• Launch Community Wellbeing Statement and carry out</li> </ul>	<ul style="list-style-type: none"> <li>• No. of meetings held</li> <li>• No. of training sessions delivered</li> <li>• No. of representatives serving on Monaghan County Council decision making committees</li> <li>• No. of submissions made to local, regional and national consultations</li> <li>• NOAC Y2 % of organisations registered with Social Inclusion Pillar</li> <li>• actions assigned to PPN in Migrant Strategy implemented</li> <li>• Community Wellbeing statement launched and PPN representatives trained on how to use the</li> </ul>

		<p>promotional campaign on same to PPN and Monaghan County Council</p> <p>Act as an information hub distributing information on funding opportunities, training, consultations and other community initiatives</p>	<p>statement while representing the PPN for theirs and PPN benefit</p> <p>social media platforms maintained and update</p>
<p>Work to strengthen local community groups by supporting the Local Community Sector in developing local initiatives.</p>	<p>3, 6, 12</p>	<p>Manage and implement range of DRCD &amp; other community-focused funding programmes</p> <p>Facilitate the development of a Community Development Strategy for the county (draft: LECP-dependant).</p> <p>Support Communities to develop their plans, projects, Networks and localities.</p> <p>Develop partnerships between Council and Communities</p> <p>Promote community development to the public &amp; encourage them to get involved in their communities.</p>	<p>Local and Community Funding programmes delivered &amp; funding drawn down:</p> <ul style="list-style-type: none"> <li>• Community Enhancement Programme</li> <li>• CLÁR</li> <li>• Town &amp; Village Renewal Scheme</li> <li>• Outdoor Recreation Infrastructure Scheme</li> <li>• COVID 19 Emergency Fund</li> <li>• Healthy Ireland Fund</li> </ul> <p>Strategy agreed</p> <p>Continued participation in projects, programmes and schemes with ongoing improvement in same. (E.G., Project development, Tidy Towns, Pride of Place, etc).</p> <p>Property Marking Scheme continues to be developed and delivered.</p>
<p>Support national policy on Smarter Travel and the promotion of sustainable forms of transportation.</p>	<p>3, 6, 12</p>	<p>Finalise county Walking &amp; Cycling Strategy and commence implementation of year 1 actions.</p>	<p>Strategy completed, launched and implementation commenced.</p>

		Establish Active Travel cross-departmental team & agree annual action plan.	Active Travel Team established and action plan delivery commenced.
Implement Monaghan Sports Partnership Strategic Plan 2019-2023	5, 6	<p>Support organisations that promote and / or deliver Sport &amp; physical Activity in the Community</p> <p>Develop the resources, programmes, activities and places which increase participation in Sport and Physical Activity</p> <p>Support National physical activity events (e.g., Operation Transformation Active Schools Week , National Bike Week, National Play &amp; Recreation event)</p> <p>Support delivery of targeted programmes of activity for: People with a disability; Female Sport Increase Awareness of the Sports Partnerships role and the opportunities to participate in Sport and Physical Activity</p>	<p>Participation programmes for Early Years / Pre-School age Children at 10 (minimum) services throughout 2021.</p> <p>Education &amp; Training timetable developed and minimum 10 training courses provided</p> <p>Sports Club Grant Scheme delivered</p> <p>Dormant accounts-funded Projects delivered: Community Sports Hub activity programme (Ballybay) Outdoor Adventure (Castleblayney) Sports Inclusion Disability Capital supports programme</p> <p>Engagement of over 2,000 people in the County participating across all events including online activity exercise programme.</p> <p>Delivery of programmes supported</p> <p>Improved Communications and information systems in place to increase publicity to general public via weekly news items, quarterly activity reports, newsletter, e-zine. Meetings of Sport Partnership Committee held (min 4 meetings held)</p>

		Manage our structures and processes to be effective and efficient	Adoption of the Governance Code as a requirement of Sport Ireland funded body )
Implement Healthy Monaghan Strategy 2019 - 2022	6	Deliver 2021 HI Strategic Actions. Deliver HIF 2019-2021 Actions Deliver and Administer Community Mental Health Fund Facilitate Healthy Monaghan committee meetings Implement national campaigns such as #Keep Well	Actions delivered  Meetings of Healthy Monaghan held Financial returns completed and submitted to Pobal for all HI funding received. Community Resilience Action Plan implemented
Implement Migrant Integration Strategy 2020-23	3, 5, 6	Implement 2021 actions of Migrant Integration Strategy for county. Implement 2021 AMIF actions	2021 MCC actions delivered Delivery of actions by other agencies/bodies supported Periodic reports delivered to LCDC on implementation.
Implement Monaghan Age Friendly Strategy 2020 - 2024	3, 6	Deliver 2021 actions of Age Friendly Strategy.	2021 actions delivered. 6 Meetings of AF Alliance Older People Networks established and meetings arranged in each MD.
Implement Comhairle na nÓg programme	2, 6	Implement the Comhairle na nÓg 2021 action plan. Support the facilitation of meetings of the youth council	NOAC Y1: Participation in Comhairle na nÓg programme. Youth Council meetings held Action plan delivered

<b>Environment</b> 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. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.			
Supporting Strategy	High Level Goal	Performance Standards / Actions for 2021	Performance Standards
<p>To implement legislation and policy with regard to water quality for both surface and groundwaters in the County.</p> <p>Working toward achieving an improvement in water quality status in all water bodies in the County.</p>	1, 12	<p>Deliver the water enforcement and water inspection work plan in line with national priorities and in co-operation with the EPA as per the 2021 RMCEI Plan.</p> <p>Investigative assessments, planning controls, WFD sampling Programme, Discharge License sampling Programme, Farm survey Programme, DAFM farm inspection Programme, Intensive Agricultural Enterprise inspection programme (poultry, pigs &amp; dairy), Educational &amp; Awareness programmes, non-routine inspections (Complaint investigations, unauthorised discharges to waters)</p> <p>Support the next phase of the development of 3<sup>rd</sup> cycle of the River Basin Management Plan/ public consultation/ revision of plan as required for County Monaghan.</p> <p>Continue to work and support other relevant stakeholders LAWPRO, IFI, Teagasc, OPW, NFGWS, EPA.</p>	<p>2021 RMCEI plan produced and delivered as per the national water quality priorities.</p> <p>WFD sampling program delivered on behalf of the EPA.</p> <p>NOAC E2: % Environmental Pollution Complaints Closed.</p>



<p>To implement legislation and policy with regards to waste management.</p>	<p>1, 12</p>	<p>Develop Annual Environmental Inspection Plan based on National Waste Enforcement Priorities as outlined in Circular WP 08/20. The priorities are as follows</p> <ul style="list-style-type: none"> <li>• Tackling significant illegal waste activity</li> <li>• Construction and demolition activity</li> <li>• End of Life Vehicles (ELV) Directive and waste metal industry</li> <li>• Waste collection – household and commercial</li> <li>• Multi agency sites of concern</li> </ul> <p>Work with Waste Enforcement Regional Lead Authority and Regional Waste Management Planning Office to implement Connaught Ulster Regional Waste Management Plan and Waste Action Plan for Circular Economy</p> <p>Maximise the potential of the potential of the Scotch Corner landfill and Recycling facility in a compliant and environmentally sustainable manner.</p> <p>Continue to investigate future potential income generating/environmentally friendly/climate action projects on site</p>	<p>Annual environmental inspection plan to be submitted the EPA outlining how these issues will be dealt with locally by February 14<sup>th</sup>, 2021.</p> <p>E1 No/% Households availing of a 3 bin service</p> <p>E2: Environmental Pollution Cases</p> <p>EU and National Recycling Targets</p> <p>EPA Performance Framework Assessment Progress Technical amendment of the existing waste license and agree new concession contract in relation to the operation of the Carrickmacross and Scotch Corner Recycling facilities.</p> <p>One such project progressed during 2021.</p>
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		<p>Continue to operate the Scotch Corner facility in accordance with EPA requirements.</p> <p>Progress rebuilding of landfill site office.</p>	<p>Completion of all monitoring and reporting as required by our EPA licence and progress any additional environmental improvement works as required by the Agency to ensure continued compliance.</p> <p>Office rebuild substantially complete by Q4 2021</p>
<p>To provide and maintain recycling infrastructure in towns and villages in the County.</p> <p>To seek EPA authorisation for historic landfills previously operated by Monaghan County Council.</p>	1, 7, 12	<p>Ensure that the network of bring facilities and the recycling centres at Scotch Corner and Carrickmacross are maintained and operated in line with contractual obligations.</p> <p>Continue to progress site authorisation and subsequent remediation works on the historical landfills previously operated by Monaghan County Council as listed on the on the Section 22.</p>	<p>All recycling facilities comply with their permitting and/or licensing requirements and within the terms of any contract.</p> <p>Complete Tier 2/3 assessment at Corkeeran landfill.</p> <p>Funding application submitted to DCCAE to progress Planning regularisation for 2 historic sites.</p> <p>Secure Certificate of Authorisation from EPA for 2 historic landfills.</p>
To develop innovative environmental awareness projects for targeted audiences.	1, 3, 11, 12	<p>Develop awareness campaign by drawing down funding from the following schemes</p> <p>Local Authority Prevention Network Funding</p> <p>Anti-Dumping Initiative</p> <p>Anti-Litter and Anti-Graffiti Fund</p> <p>Community Environment Action Fund</p>	E4: % of schools that have been awarded green flag status
To implement the objectives of County Monaghan Litter Management Plan.	1	Prepare and adopt New Litter Management Plan 2021-2023 for County Monaghan	<p>E3: % LA area within the 5 levels of litter pollution</p> <p>E2: Environmental Pollution Cases</p>

<p>To improve air quality through the implementation of air quality legislation.</p> <p>Work with EPA in roll out of the national Ambient Air Monitoring Program.</p>	1, 12	<p>Deliver the Air enforcement and Air inspection work plan in line with national priorities and in co-operation with the EPA as per the 2021 RMCEI Plan.</p> <p>Continue to support the Environmental Protection Agency in the roll-out of the National Ambient Air Monitoring Program</p>	<p>2021 RMCEI plan produced and delivered as per the national air quality priorities.</p> <p>Continue to maintain any local air monitoring stations in cooperation with the EPA to ensure the provision of local air quality data.</p>
<p>To protect public health by ensuring food safety compliance in food businesses under Monaghan County Council supervision.</p> <p>To ensure public safety from uncontrolled animals and to protect health and welfare of animals in establishments under supervision of Monaghan County Council.</p>	1, 3	<p>Ensure all animals slaughtered undergo required inspections. Carry out inspections and audits of food businesses (FB's), sampling of food and environment, and report results to relevant stakeholders</p> <p>Educate and assist FB operators to comply with food safety legislation. 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>Ensure the welfare of animals admitted to supervised slaughterhouses</p> <p>Provide a dedicated dog warden service</p> <p>Provide access to a dog and horse pound of a suitable standard</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>No. of corrective action reports</p> <p>No. of prosecutions/ enforcement orders/ fixed penalty notices issued.</p> <p>No. of welfare inspections carried out at slaughterhouses</p> <p>No. of stray dog complaints investigated</p> <p>No. of stray or unwanted dogs seized/collected</p> <p>No of dog licences issued</p> <p>Dog pound and Horse pound in operation, in compliance with legislative requirements</p> <p>% of establishments inspected annually</p>

		Inspect and register dog breeding establishments(DBE's) and ensure they comply with legislative requirements; investigate suspected DBE's	Register of establishments in place
		Investigate complaints of stray horses and enforce horse control legislation	No. of complaints investigated No. of stray horses seized

## Climate Change

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. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
<p>To build resilience to the impacts of climate change across all council functions and services through the implementation of the Monaghan County Council Climate Change Adaptation Strategy 2019-2024.</p> <p>To progress Climate Change Mitigation through further reducing greenhouse gas emissions.</p> <p>Deliver on the actions and commitments in the "Local Authority Climate Action Charter".</p> <p>Establish a baseline for current GHG emission levels and identify and undertake appropriate solutions that will have greatest impact in reducing these emissions.</p>	1, 12	<p>Progress the delivery of prioritised actions in the Monaghan County Council Climate Delivery Plan 2020-2021.</p> <p>To build climate resilience in all new capital projects and incorporate biodiversity measures on existing operational sites where possible.</p> <p>Continue to reduce Monaghan County Council's energy consumption in 2021.</p> <p>Deliver on the mitigation actions prioritised for 2021.</p> <p>In conjunction with CARO progress the new Monaghan County Council Climate Action Plan which will consider both climate adaptation and climate mitigation.</p> <p>Ensure a core staff compliment is put in place with the necessary skills and</p>	<p>Number of actions in the plan substantially advanced in 2021</p> <p>Ensure climate action is embedded in ASDP, team operational plans, and individual personal development plans.</p> <p>% reduction in energy usage in 2021</p> <p>Complete CARO annual reporting template</p> <p>Actions and targets of Monaghan County Council Climate Action Plan 2020 / 2021 achieved.</p> <p>Dedicated Climate Action personnel ensuring climate change initiatives being</p>



<p>Build appropriate staff confidences and capacities to lead and drive the Climate Change agenda.</p> <p>Provide the technical assistance and support across the organisation for developing and implementing plans and strategies.</p> <p>Lead and support local communities, businesses and industry in delivering initiatives to tackle Climate Change.</p>		<p>competencies to lead the climate change agenda throughout the Council and its functional area.</p> <p>Ensure dedicated working groups and committees in place to deliver climate action across all council divisions.</p> <p>Staff from across all levels and from across all sections to attend climate action training programs developed by CARO.</p>	<p>undertaken across all functional areas as set out in the Climate Action Charter.</p> <p>Climate Action Coordination Group meeting regularly and providing the technical assistance and support required across the organisation.</p> <p>All staff including elected members appropriately trained in respect of Climate Action.</p>
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<b>Fire &amp; Emergency Services</b> 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. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.			
Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
Provide and develop an inclusive, effective & efficient prevention, protection and response fire & rescue service, locally identified risks, responsive to the needs of our community and in a manner that reflects the diversity of our communities.	3, 6	<ol style="list-style-type: none"> <li>1. Review and Implementation of Fire &amp; Emergency Operations Plan 2018-2022</li> <li>2. Implementation of recommendations outlined Fire Service Capacity Review 2020.</li> <li>3. Acquire site for new fire station in Ballybay and progress development.</li> <li>4. Fleet:               <ul style="list-style-type: none"> <li>• Procure &amp; secure delivery of new Class B Fire Appliance and funding application for new Fire Appliance.</li> <li>• Re-chassis of current water tanker completed.</li> </ul> </li> </ol> <p>Review station, equipment and training facilities</p>	<ol style="list-style-type: none"> <li>1. Section 26 Plan reviewed and adopted in 2021 and key objectives implemented.               <ul style="list-style-type: none"> <li>• NOAC F2: Service Mobilisation</li> <li>• NOAC F3: Percentage of time in attendances at scenes</li> <li>• Review &amp; implement mobilisation and communication systems</li> <li>• Implement recruitment &amp; retention programme.</li> <li>• Completion of training plan</li> <li>• Maintain MoU with NIFRS for Road Traffic Accidents</li> <li>• Implementation of new PPE Policy.</li> <li>• Training and Fleet policy reviewed.</li> </ul> </li> <li>2. Development of Good practice note for a 'Risk Based Inspections Programme and Fire Service Capacity Review recommendations implemented</li> <li>3. Site acquired for new Fire Station in Ballybay, secured planning permission and preparation of tender documents.</li> <li>4. Fleet:</li> </ol>

			<ul style="list-style-type: none"> <li>• New Fire Appliance in operation and funding approval for new Fire Appliance obtained.</li> <li>• Water Tanker operational with new chassis</li> </ul> <p>5. Preventative Maintenance Programmes adopted and implemented for vehicles, equipment and communication system maintenance.</p>
<p>To provide a healthy and safe working environment.</p> <p>Provide accessible community support.</p> <p>Develop response to Major Emergencies.</p>	1, 3, 6	<ol style="list-style-type: none"> <li>1. Maintain IOS 450001 accreditation and develop fire-fighters awareness programme on Health &amp; wellness.</li> <li>2. Building Control Regulations Operate public consultation and information service. Provide timely support, assistance and processes applications within statutory time frames. <ul style="list-style-type: none"> <li>• Implement Building Control Inspection Plan</li> <li>• Construction Products Regulations Policy implementation</li> </ul> </li> <li>3. Fire Safety: Implement recommendations of Task force on Fire Safety in Ireland <ul style="list-style-type: none"> <li>• Prepare, adopt &amp; implement Community Fire Safety Policy</li> <li>• Implement Fire Safety Inspection Policy</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Retain IOS 450001 accreditation and implementation of fire-fighter Health &amp; wellness programme. <ul style="list-style-type: none"> <li>• Facilities Management System adopted and implemented.</li> </ul> </li> <li>2. Building Control: Consultation and Inspection rate. <ul style="list-style-type: none"> <li>• NOAC P5: Applications for Fire Safety Certificates</li> <li>• Number of inspections (in accordance with BC Inspection plan), warnings &amp; enforcement notices.</li> <li>• Implementation of mobile inspection app to Fire &amp; BC officers.</li> <li>• Agents Forum meetings, and Agents Workshop/Webinar conducted.</li> <li>• Process BCAR applications received and migration of applications to BCMS.</li> </ul> </li> </ol>

		<ul style="list-style-type: none"> <li>• Process Dangerous Substance Licences &amp; Vapour Recovery requirements</li> </ul> <p>4. Civil Defence:</p> <ul style="list-style-type: none"> <li>• Implementation of Civil Defence 2030 Strategy and MCC development plan.</li> </ul> <p>5. Implement Road Safety Action plan</p> <p>6. Prepare for Major Emergency Management inter-agency operations through participation in appropriate training and exercises</p>	<ul style="list-style-type: none"> <li>• 3 No. of Construction Products Regulations inspections</li> </ul> <p>3. Fire Safety: New and revised NDFEM Standard Operational Guidance implemented.</p> <ul style="list-style-type: none"> <li>• Community Fire Safety Policy adopted and implemented.</li> <li>• Fire Safety Plan prepared, adopted and implemented.</li> <li>• Completion of annual inspection plan % Primary Schools visits. % No. Fire Safety talks &amp; events and No. media messages.</li> <li>• Number of community &amp; stakeholder meetings &amp; Fire safety talks (5 No.)</li> <li>• 80% Implementation of Fire Service recommendations.</li> <li>• No. of pre-consultation meetings as requested.</li> <li>• 10 No. inspection in-line with RMCEI</li> </ul> <p>4. Civil Defence:</p> <ul style="list-style-type: none"> <li>• Development of new CD HQ as county and regional support training centre.</li> <li>• Review and retention of current volunteer membership</li> <li>• No. of national (6No.), regional (12No.) &amp; Local (50 No.) training and exercises completed.</li> </ul>
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			<ul style="list-style-type: none"> <li>• Number of events attended, and duties completed (60-80 No.)</li> </ul> <p>5. Attend all RSWG meetings, and implementation of actions (EDU 26 &amp; 27)</p> <p>6. Major Emergency Management:</p> <ul style="list-style-type: none"> <li>• Review maintain and update MCC MEM plan.</li> <li>• Completion of MEM regional work plan</li> <li>• Prepare and deliver MEM training &amp; exercises.</li> <li>• Complete Pre-Fire Planning programme.</li> </ul>
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<b>Library Services</b> 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. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.			
Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
Implement Monaghan County Library Development Plan 2019 – 2022.	3, 5, 6	<ul style="list-style-type: none"> <li>• Peace Campus – Monaghan Library</li> <li>• Peace Campus Community Outreach Programme</li> <li>• Castleblayney Library capital project</li> <li>• Library HQ/Clones capital remedial works project</li> <li>• My Open Library in Clones Library</li> <li>• Annual Science Festival</li> <li>• Manage &amp; overview Decade of Centenaries programme for county</li> <li>• Healthy Ireland programme activities</li> <li>• Work Matter Programme activities</li> <li>• Implement Sensory Programme activities</li> <li>• Implement Dormant account funding programme</li> <li>• Contribute to national online local history digital project</li> <li>• Coordinate and implement Culture Night programme for the county</li> <li>• Manage and implement the Europe Direct Information Centre (EDIC) in Clones Library</li> <li>• Develop STEAM library</li> </ul>	NOAC L1: Number of library visits and number of items issued to customers  NOAC L2: Cost of operating the Library Service  New Library Statistics from LGMA being released in 2021  EDIC centre returns: <ul style="list-style-type: none"> <li>• No of visitors</li> <li>• No of queries</li> <li>• Types of queries received</li> <li>• No of events held</li> <li>• Participation in events</li> <li>• Social media posts</li> <li>• Media reports</li> </ul>



		<ul style="list-style-type: none"> <li>• Continue to develop programme to care homes and older people's groups</li> <li>• Review outreach services to isolated rural communities</li> <li>• Coordinate Keep Well Campaign</li> <li>• Review of house delivery service</li> <li>• Review of preschools and school's library service</li> <li>• Develop a comprehensive programme of local studies support to schools, in line with the primary and secondary school history curriculum – one pack to be developed in 2021.</li> <li>• Marketing - Develop a library branding mascot</li> <li>• Customer Review survey</li> </ul>	
Implement annual Right to Read Action Plan.	3, 5, 6	<ul style="list-style-type: none"> <li>• Develop services to babies and young children</li> <li>• Promote and support literacy in schools</li> <li>• Literacy support for low income and marginalised communities</li> <li>• Establish additional book clubs across the county</li> <li>• Reinstate the Right to Read network across County Monaghan</li> </ul>	<p>NOAC L1: Number of library visits and number of items issued to customers</p> <p>New Library Statistics from LGMA being released in 2021</p>
Implement Monaghan Culture & Creativity Strategy Monaghan 2018-2022.	3, 4, 5, 6	<p>Manage and overview the programme for the county on behalf of MCC.</p> <p>To support and roll out the following projects:</p>	<p>Creative Ireland Returns:</p> <ul style="list-style-type: none"> <li>• Number of Creative Practitioners engaged in initiatives</li> <li>• Audience Figure</li> </ul>

		<ul style="list-style-type: none"> <li>• Wetlands Film Project – produce 5 short films</li> <li>• The Nature Project</li> <li>• Patrick Kavanagh Legacy Programme</li> <li>• War of Independence Digital Media Project</li> <li>• The Big Houses of Monaghan – A Virtual Learning Quest</li> <li>• Writer in Residence</li> <li>• Tradoodle Festival</li> <li>• Elsewhere – The Opera</li> <li>• Monaghan Murals</li> <li>• Inscribed histories at the Rossmore Mausoleum</li> <li>• Cruinniu na nÓg</li> <li>• Cultural Planner in Residence</li> </ul> <p>To work with Creative Ireland office to roll out initiatives under the following funding</p> <ul style="list-style-type: none"> <li>• Positive Ageing and Creative Wellbeing Challenge Fund</li> <li>• Climate Action Challenge Fund</li> </ul> <p>To work in partnership with Local arts in Education Partnership, Music Generation and other agencies to roll out collaborative projects as funding is announced for same.</p> <p>Showcase Creative Ireland Programme to date with one day conference/seminar</p>	<ul style="list-style-type: none"> <li>• Virtual Audience figure</li> </ul>
Appoint a County Archivist.	3	Submit a Business Case, for consideration by the Senior Management Team, for the appointment of a County Archivist.	

		Investigate option to share the post with Cavan County Council, who also are without an Archivist at this time.	
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### Arts Office

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. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
Implementation of the Co Arts Development Plan	5	Have the 8 year framework agreement between Monaghan County Council & The Arts Council adopted and commence delivering the goals of the agreement.	<p>Framework agreement will be amalgamated as the working Arts Development plan with 3 keys strategic Actions</p> <ol style="list-style-type: none"> <li>1. Supporting Artists Value and support the work of artists, and extend the range of opportunities for artists to develop their practice</li> <li>2. Young people and the Arts Increase opportunities for children and young people to create, access and participate in great art</li> <li>3. Creating Capacity Investing in the professional development of venues, festivals and organisations providing high-quality arts experiences</li> </ol>

<b>Heritage</b> 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. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.			
Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
Implement Monaghan Heritage and Biodiversity Strategic Plan 2020-2025	3, 5, 6	Create awareness about strategic Biodiversity and Heritage plan. Complete Monaghan Wetland Action Plan (year 2) with NBAP funding. Publish and print Black Pig's Dyke Archaeological Monograph. Organise Black Pig's Dyke Research symposium. Publish Conservation Plans for historic graveyards and provide training. Establish historic graveyard network. Phase 2 survey of holy wells. Support establishment of local biodiversity network / field club.  Seek funding from Heritage Council and other agencies including Creative Ireland  Community Monuments Fund 2021 management.  Co-ordinate Monaghan Heritage Week & support other key days – World Wetland	<ul style="list-style-type: none"> <li>• Number of actions delivered in the strategic plan by year end.</li> <li>• Number of online and hard copy publications.</li> <li>• Number of attendees.</li> <li>• Heritage information updated on Council website and GIS.</li> <li>• Involvement of heritage office in capital heritage projects and tourism initiatives.</li> <li>• Heritage reports produced and disseminated.</li> <li>• Heritage and biodiversity legislation implementation across the local authority.</li> <li>• Heritage Council funding secured for 2021</li> <li>• Biodiversity funding secured from NPWS.</li> <li>• CMF grant scheme administered.</li> <li>• Number of attendees</li> <li>• Number of events</li> </ul>

		<p>Day, National Bee Day, Biodiversity Week, Culture Night.</p> <p>Support the development of strong local heritage sector and national heritage sector Lead County Monaghan Heritage Forum. Support the Heritage Council to identify issues on the ground. Support Local Authority Heritage Officer Network</p>	<ul style="list-style-type: none"> <li>• Feedback analysis</li> <li>• Social media communication reach</li> <li>• Number of organisations holding events.</li> <li>• Number of meetings held and decisions made.</li> <li>• Support and advise community led heritage groups to secure funding.</li> <li>• Groups adhering to best practice.</li> <li>• Engagement with NGOs on heritage issues</li> </ul>
Implement the Culture & Creativity Strategy Monaghan 2018-2022	3, 5, 6	Work with Culture Team on implementation of Creative Ireland in Monaghan.	<ul style="list-style-type: none"> <li>• Wetland / bog project further developed.</li> <li>• Rossmore Mausoleum phase 2.</li> </ul>
Pollinator Plan Guidelines for Local Authorities	1, 5, 12	Work with MDs and Tidy Town co-ordinator to promote AIPP implementation.	<ul style="list-style-type: none"> <li>• Number of groups signed up to principles and actions.</li> <li>• Areas converted to improved management for pollinators in the county.</li> </ul>
Collaborative action for the Natura Network Interreg V project	1, 5, 12	<p>Co-ordinate Uplands Site work package and 6 work package meetings.</p> <p>Deliver targets for Sliabh Beagh as part of project for 2021:</p>	<ul style="list-style-type: none"> <li>• Procurement, forecasting, reporting and recoupment through eMS &amp; SEUPB requirements.</li> <li>• Attendance and reporting at 6 steering group meetings for CANN and cross-border agency meetings.</li> <li>• Meet EU Habitats Directive requirements.</li> </ul>

		<ul style="list-style-type: none"> <li>• Bog restoration through planning of additional drain blocking.</li> <li>• Deliver cross-border Fire Risk Management Plan</li> <li>• Start removal of invasive species.</li> <li>• Deliver, in association with ABCDC, tree felling and pesticide application course. Upscale conservation grazing</li> <li>• Hold information events. World Wetlands Day, Heritage week and other days as Identified.</li> <li>• Feed into national Hen Harrier winter roost survey.</li> <li>• Feed into PEACE PLUS planning for next funding cycle.</li> <li>• Advise tourism section about conservation expertise in relation to planned funding applications for infrastructure projects on Sliabh Beagh.</li> <li>• Kilroosky Lough Cluster SAC:</li> <li>• Tie in with CANN actions for this site.</li> </ul>	<ul style="list-style-type: none"> <li>• In line with forecasting and overall project commitments on LoO.</li> <li>• Hectarage impacted.</li> <li>• Local stakeholder engagement.</li> <li>• Number of attendees.</li> <li>• Article for EPA catchments magazine on CANN work</li> <li>• Hen Harrier Watches undertaken</li> <li>• Number of online engagements</li> </ul>
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Museum			
Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
Implement Peace Campus Programme Plan.	3, 4, 5, 6, 7	<p>Develop museum exhibition displays for the new Peace Campus</p> <p>Agree action plan with all stakeholders to action the Peace Campus Programme for 2021</p> <p>Work in collaboration with stakeholders to ensure the new museum displays are fully accessible in design</p> <p>Develop plan to move the collections of the museum to the new site at the Peace Campus</p>	<p>Funding for exhibition displays agreed and secured.</p> <p>Exhibition material content agreed and prepared for print and fabrication</p> <p>Action plan agreed – funding sourced.</p> <p>All stakeholders engaged with the Peace Campus Programme Plan</p> <p>Accessible elements of the new museum displays agreed and sent to production</p> <p>Collections boxed and recorded – new locations for collections added to museum digital database</p>
Implement the Monaghan Culture & Creativity Strategy Monaghan 2018-2022.	3, 5, 6	<p>Complete Monaghan Murals project Phase 1</p> <p>Organise Monaghan War of Independence Cross Border project with Fermanagh Museums</p> <p>Launch Rossmore Minecraft Project</p>	<p>Produce two high quality murals in Monaghan and Castleblayney</p> <p>Carry out public art workshops and associated schools programme</p> <p>Digital/ onsite workshops facilitated</p> <p>Short films produced and promoted locally and nationally</p>

		<p>Develop Impact of Partition Project in partnership with the Ulster Scots Agency</p>	<p>Every primary school in the county takes part in the online virtual learning quests associated with the project</p> <p>Local and national publicity</p> <p>Project facilitator procured.</p> <p>Stakeholders engaged – final report produced</p>
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### 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. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
Asset management of Public Lighting & continued optimisation of energy efficiency.	7, 12	<ul style="list-style-type: none"> <li>Maintain a comprehensive Public Lighting inventory.</li> <li>Effective Asset Management of Public Lighting infrastructure and ensure effective delivery of Public Lighting maintenance contract.</li> </ul> <p>Upgrade Public Lighting to maximise energy efficiency and progress our energy efficiency programme for Public Lighting upgrade.</p>	<p>NOAC E5 - Energy efficiency performance performance indicators report:</p> <p>A. The cumulative % of energy savings achieved by 31/12/2020 relative to baseline year (2009)</p> <p>Achieve Public sector Energy targets.</p>
Continue to progress Public Sector energy efficiency target.	7, 12	<ul style="list-style-type: none"> <li>Prepare &amp; implement 2021 Energy Action Plan.</li> <li>Commence planning for 2030 Energy and Carbon targets .</li> <li>Review and update Corporate Energy Policy.</li> <li>Act as EPO (Energy Performance Office) for Monaghan County Council.</li> </ul> <p>Monitor and report all energy used by the Council to SEAI .</p>	<p>NOAC E5 - Energy efficiency performance performance indicators report:</p> <p>A. The cumulative % of energy savings achieved by 31/12/2020 relative to baseline year (2009).</p> <p>Achieve Public sector Energy targets.</p>
Delivery of Capital Programme.	7, 12	<ul style="list-style-type: none"> <li>Prepare Annual three year Capital Programme.</li> </ul>	<p>Compliance with;</p> <ul style="list-style-type: none"> <li>Public Spending Code.</li> </ul>

Application of Monaghan County Council Accessible procurement strategy to all capital projects.		<ul style="list-style-type: none"> <li>• Project Governance policies in place for Capital Projects.</li> <li>• Coordinate and assist in delivery of Capital Building Projects across organisation</li> <li>• Identify sustainable uses for Council owned derelict properties and progress towards redevelopment</li> </ul> <p>Work with Corporate Procurement Team in delivering Capital Projects</p>	<ul style="list-style-type: none"> <li>• MCC Procurement Governance and Guidelines</li> <li>• Ensure effective cost controls, time management, risk mitigations are in place and continuous monitoring and review.</li> </ul> <p>Delivery of building projects</p>
Coordinate the management of the Council's property portfolio & ensure modern facilities for the delivery of services.	7, 9	<ul style="list-style-type: none"> <li>• To progress Capital projects in 2020</li> <li>• Maintain and update a detailed I.T. based Property Portfolio</li> <li>• Work closely with National Asset Management Group</li> <li>• Implement the recommendations of the L.G. A.S. VFM report No. 30</li> <li>• Policy for the acquisition and disposal of Property Assets to ensure effective governance of the purchase, sale, lease &amp; transfer of all properties by Council</li> <li>• Property Asset Management.</li> <li>• Optimise the use of all active properties.</li> <li>• Ensure office facilities in place for the effective delivery of Council Services</li> <li>• Coordinate maintenance and management of Council Building Portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• Property Interest Register in place to ensure a comprehensive inventory of property currently owned by M.C.C is effectively managed by Sections.</li> <li>• Progress ownership of title for unregistered properties. Effective use and management of property achieved across organisation.</li> <li>• Put in place and support property management committee to coordinate all property owning sections of the council</li> <li>• Ensure MCC assets in National database are up to date</li> <li>• Effective Governance in place for Monitoring and Reporting and reviewed.</li> <li>• Disposals in line with Section 183 of L.G. Act.</li> <li>• Acquisition &amp; Disposals to be recorded on PIR system.</li> <li>• Property Asset Management Plan reviewed</li> </ul>

		<ul style="list-style-type: none"> <li>• Work with Corporate Procurement Team &amp; OGP in procuring goods, services and works</li> <li>• Oversee the management and operation of Monaghan Leisure Centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with LGAS VFM 30</li> <li>• Annual Report of Property Assets prepared</li> <li>• Monitoring of KPIs and Metrics.</li> <li>• Annual Review of Office Space Utilisation.</li> <li>• Annual review of workspace needs</li> <li>• Systems in place for planned and response maintenance in accordance with LGAS VFM 30.</li> <li>• Record and Monitor property; metrics, KPI's and benchmark.</li> <li>• Record &amp; Review Ratio of Planned and Response maintenance</li> </ul>
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### 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. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

Corporate Services			
Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
<p>To ensure democratic accountability and effective governance.</p> <p>Provide robust business management, risk management, audit and corporate governance structures and systems in compliance with statutory obligations.</p>	2, 3, 9, 11	<p>Administer and support meetings of the Council and all Committees</p> <p>Fulfil the organisations responsibilities under the Ethics Framework</p> <p>Support good governance through effective audit process</p> <p>Deliver an effective Internal Audit Service</p> <p>Prepare reports, work programmes and reviews in line with corporate governance requirements</p> <p>Maintain and update Corporate and Section Risk Registers</p>	<p>Meetings held, agenda business transacted effectively, follow-up actions implemented.</p> <p>Up-to-date and complete Ethics Register in place by 28/02/2021</p> <p>2021 Internal Audit Plan delivered</p> <p>2021 Audit Committee work plan delivered</p> <p>Training undertaken by staff and Audit Committee</p> <p>Annual Report adopted by June 2021</p> <p>Annual Service Delivery Plan adopted by 31 March 2021</p> <p>Monthly Management Report submitted to Council</p> <p>NOAC returns submitted by specified date</p> <p>NOAC report reviewed and analysed</p> <p>Risk registers reviewed and updated quarterly</p>

<p>Manage the Annual Register of Electors. Organise Local Elections and Election Count.</p> <p>To promote and deliver accessible information on voter participation.</p>	3	<p>Publish up-to-date Register</p>	<p>Up-to-date register published in accordance with statutory dates</p> <p>Promote 'Your Vote Your Voice'. Campaigns promoted via Social Media, Website and local Newspapers</p>
<p>To ensure compliance with legislative and statutory obligations in service delivery.</p>	3, 9	<p>Continue to implement appropriate measures to achieve compliance under General Data Protection Regulation (GDPR)</p> <p>Ensure compliance with Children's First Act 2015</p> <p>Ensure compliance with the Official Languages Act 2003</p>	<p>Appropriate policies, protocols and procedures demonstrating that Monaghan Co Co is achieving compliance with data protection legislation</p> <p>Adoption of a comprehensive security programme ensuring protection of personal data</p> <p>Delivery of awareness training to all staff and elected members to ensure compliance with GDPR and data protection</p> <p>Designated Liaison person and deputies in place</p> <p>Awareness training delivered to all staff</p> <p>Scéim na Gaeilge actions for 2021 implemented.</p>
<p>Deliver quality inclusive services to our customers that reflects the diversity of our communities</p>	3	<p>Develop appropriate, effective and accessible communication and customer care services and systems</p> <p>Progress roll out of National Catalogue of Services Project</p>	<p>Communications Officer appointed</p> <p>Draft Communications Strategy developed</p> <p>Review Customer Care Plan</p> <p>90% of services catalogued. MCC point of contact to continue to liaise with National Project Board</p> <p>Phase 2 of project underway</p>



Enable the public to gain access to records held by the Council to the greatest extent possible consistent with the right to privacy and the public interest.	3	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.
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Finance			
Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
Compliance with Statutory Regulations.	9	<p>Ensure robust, balanced budget is prepared for review and adoption by Members</p> <p>Ongoing reduction in Cumulated deficit</p> <p>Annual Financial Statement completed and submitted by 31<sup>st</sup> March</p> <p>Ensure no material audit adjustments are required</p> <p>Ensure all payments to suppliers are made in adherence with prompt payment legislation</p> <p>Quarterly reports submitted on time</p> <p>PO's &gt; €20k return submitted on time</p> <p>Revenue returns and payments calculated accurately and submitted on time</p>	<p>Budget adopted by members within legislative timeframes</p> <p>Reduction achieved each year</p> <p>AFS submitted within legislative timeframes</p> <p>No audit adjustments</p> <p>Prompt Payment return submitted on time and published on website with all payments within the regulatory timeframe</p> <p>Submitted within required timelines</p> <p>All returns published on the website</p> <p>No taxation penalties/ interest payable</p>
Operate efficiently to support all Council functions/ Members of the public/ Local businesses.	2, 3, 6, 9	<p>NOAC indicator – Monitor/ improve Rates collection %</p> <p>Indicator – Monitor Rent collection %</p>	<p>% of Rates collection meets or exceeds NOAC's target</p> <p>% collected acceptable to Local Government Auditor</p>

		<p>Indicator – Monitor/ improve Loan collection %</p> <p>Ensure all other debtors are reviewed and collected on a timely basis</p> <p>Promote additional use of LVP card transactions in relation to POs to improve payment times for Suppliers</p>	<p>% collected acceptable to Local Government Auditor</p> <p>No 'old' debtors on Aged Debtors report</p> <p>Increase in number of LVP card transactions in conjunction with reduction in number of POs</p>
Monitor and strive to continuously improve Financial Management.	9	<p>Issue Quarterly financial reports to SMT and Members – comparing actual vs. budget and forecasting full year income and expenditure</p> <p>Monitor cashflow and ensure adequate funding is in place for all revenue expenditure and capital projects</p>	<p>Report prepared and issued to SMT and Members</p> <p>All capital balances/ expenditure reviewed and reconciled quarterly</p>
Demonstrate effective Asset Management.	9	<p>Update and monitor the Fixed Asset Register. Compare the FAR with other IT systems such as iHouse. LGA reviews reconciliations</p>	<p>Local Government Auditor satisfied that systems reconcile</p>
Continuously review and improve Financial Administration function.	9	<p>Ensure that Suppliers are paid promptly and accurately</p> <p>Review and improve internal controls and increase quantity of monthly/ quarterly reconciliations within Finance</p> <p>Reduce number of cheque payments/ increase number of EFT payments</p>	<p>No Penalties/ interest payable for prompt payments</p> <p>LGA conducts more controls audits and fewer substantive tests during annual audit</p> <p>Reduction in number of cheque payments</p>

## 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 2021 service delivery plan for HR is set out below. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
Plan and deliver our Organisation's Workforce requirements.	3, 10	<p>Develop a Workforce that is equipped with the skills and competencies to meet the challenges of our evolving environment.</p> <p>Implement Our People Strategy 2020-2024</p> <p>Carry out continuous Workforce Planning for the organisation.</p> <p>Legislation and statutory obligations.</p> <p>Ensure ease of access through technology</p> <p>Laserfiche project continued with the assistance of IT</p>	<p>Total number of WTE's. WTE's per Capita. Target Training &amp; Development Plan to areas identified as priority.</p> <p>Agreed objectives have been achieved.</p> <p>Succession Planning, business continuity and training needs met, panels maintained.</p> <p>Ensure compliance with legal and statutory obligations including General Data Protection Regulations. Clear Policies/procedures communicated to all staff.</p> <p>Superannuation Data transfer completed.</p> <p>Optimise use of Core system and MyPay systems</p> <p>Back scanning of files completed. Continued programme of automation of HR procedures.</p>

		Makodata 'Data Analytics' project initiated in conjunction with the LGMA.	Roll out of Makodata to ensure efficient and effective HR Data Analytics.
Be an employer of Choice.	3, 10	<p>Attract and recruit people with the appropriate knowledge, skills and behaviours.</p> <p>Support 'My Council' activities to raise awareness of the diverse, impactful and valuable work of MCC.</p> <p>Promote career opportunities and the potential for development and progressing offered by MCC</p> <p>Continue to build strategic alliances with other organisations to position MCC as a key employer of choice.</p>	<p>Positions are advertised to a wider catchment by use of social media and new public jobs website.</p> <p>Enhance the recruitment and selection process.</p> <p>Skilled professional interview boards training in competency-based interviewing are appointed.</p> <p>A highly skilled and trained workforce is in place.</p> <p>Exit interview forms are conducted to improve MCC as an employer</p> <p>Training and Development needs analysis carried out and prioritised.</p> <p>Support Engineers Ireland Accreditation and technical staff development, Leadership, Graduate and Accounting Technicians Programmes.</p> <p>Engineers Ireland Accreditation received</p> <p>Opportunities are provided for students/graduates via Graduate Programme, MIFET, Accounting Technicians Ireland</p>

Create culture of continuous learning and development.	3, 10	<p>Implement annual training and development programme and ensure that all training is prioritised in line with the business plan.</p> <p>Promote the 70:20:10 reflective learning model as suggested by Engineers Ireland</p> <p>Implement and monitor PMDS</p> <p>Implement induction and probation</p>	<p>Staff are equipped with all the required knowledge, qualifications and skills including technical staff in line with Engineers Ireland Accreditation.</p> <p>Training, including on the job training is recorded accurately</p> <p>Quarterly CPD meetings held</p> <p>PDP's are periodic reviews are implemented for all staff</p> <p>Satisfactory integration and monitoring of progress of new staff</p>
Empower and enable our managers and supervisors.	10	<p>Training provided to all Line Managers on PMDS including dealing with underperformance and policies such as Disciplinary, Dignity at Work, Grievance and attendance management etc.</p> <p>Line Managers given the responsibility for monitoring the performance of new staff during probation period and taken appropriate action where required</p> <p>Policies and procedures are developed, and refresher training and awareness is provided to new and existing Line Managers.</p>	<p>Line management capacity and competence to manage employees effectively to ensure smooth running of the organisation is achieved.</p> <p>Newly appointed line managers are supported by HR and Senior Management.</p> <p>On the job training, mentoring and coaching of Line Managers is provided.</p> <p>Policies and procedures are developed, communicated timely to support effective people management.</p> <p>Regular meetings are held, and Senior Staff Forum are updated on HR activities.</p>

		Engaging in Senior staff Forum to disseminate new HR policies/procedures or initiatives. Continuing support of Engineers Ireland Accreditation	CPD Committee meetings are held quarterly and supported by HR.
Promote positive employee relations and engagement.	10	<p>Communicate and consult effectively with employees on key organisation activities and plans</p> <p>Recognise individuals, team and organisation achievements</p> <p>Ensure that Performance Management is in operation throughout the organisation to facilitate formal arrangement for Line Managers to meet with staff and agree objectives.</p> <p>Promotion of new Employee Assistance Service and Wellbeing App</p>	<p>Management reports are updated monthly</p> <p>Meetings are held every two months with Senior Staff Forum</p> <p>Communicate quarterly through MCC Staff Newsletter</p> <p>Promote use of REACH APP</p> <p>Successes are recorded in Social Media, staff portal, REACH, Annual report and monthly Management report.</p> <p>Objectives agreed for year ahead and compared with previous year.</p> <p>Positive and constructive feedback given to staff.</p> <p>Areas identified where additional supports are required with regards to training and development.</p> <p>EAS is promoted and ensure APP downloaded by staff, members and their families.</p> <p>Regular meetings are held with unions</p>



		<p>Maintain Collaborative employee relations with unions and staff representatives, respecting IR mechanisms. Working to resolve issues up to and including attendance at the WRC or Labour Court</p> <p>Provide information and consulting on relevant issues</p>	<p>Agendas and minutes are issued Awareness is raised with HOS on matters that can cause issues if not correctly managed.</p> <p>Reduction of conflict, disputes and risk of industrial action.</p> <p>IR Issues circulated to HOS.</p>
Create a fair, supportive and healthy working environment.	10	<p>Promote and support a culture of dignity, respect and equality</p> <p>Continue to develop a health and wellness framework to create a health working environment by promoting early intervention and good communications</p> <p>Raise awareness of equality and diversity, equal treatment for all.</p>	<p>Clear Policies and Procedures implemented consistently across the Council.</p> <p>Relevant training provided.</p> <p>Health &amp; Wellness framework in place: - Employee Assistance Programme Wellness APP – encourage downloading Wellbeing events Health &amp; Safety system Eyesight tests Flu Vaccinations Family friendly policies Occupational Health care.</p> <p>Operation of attendance management system NOAC C2: working days lost to sickness Absenteeism reduced below 3.5%</p> <p>Record and monitor COVID 19 instances</p> <p>Diversity and equality learning module delivered to all staff.</p>

Health & Safety Unit			
Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
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.	10	<p>Provide a suitable Health and Safety Management System (HSMS) that is the requirements of ISO 45001.</p> <p>Provide support, assistance, advice, information and training to employees to ensure the safety health and welfare of employees and other that may be affected. Develop and implement an audit, inspection, investigation and review process.</p>	<ul style="list-style-type: none"> <li>• Review and maintain the MCC Online H&amp;S Management System including the Corporate Safety Statement, H&amp;R Assessment and Inspections.</li> <li>• Develop and maintain the H&amp;S Unit Corporate Risk Register.</li> <li>• 2021 Health and Safety Unit Operational Plan in place.</li> <li>• Meet with the Safety Committee Members.</li> <li>• Two Safety Link Newsletters and regular Safety Briefings issued to employees.</li> <li>• Participate in European H&amp;S Week.</li> <li>• Deliver Management Team Monthly Reports.</li> </ul> <p>Investigate incidents and maintain records.</p>

**ICT**

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 2021 service delivery plan for this department is set out below. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

Supporting Strategy	High Level Goal	Actions for 2021	Performance Standards
Provide a modern, secure, green and accessible ICT infrastructure to enable efficient and reliable service delivery.	1, 3, 11	<p>Monitor and maintain datacentre in HQ</p> <p>Install additional data node to on-premise Hyperconverged solution and upgrade cloud backup solution</p> <p>Monitor and maintain server/data backup solution</p> <p>Review Disaster Recovery (DR) Plan and conduct bi-annual DR testing</p> <p>Maintain comms room equipment in remote offices, install/upgrade switches, routers and other N/W equipment</p> <p>Continue implementing Windows Server and Desktop Upgrade/Migrate/Replace Programme</p> <p>Implement IT asset management solution</p> <p>Implement CIS cyber-security controls and continue to provide high level of cyber security through managing multiple layered cyber-security systems</p>	<p>NOAC indicator – Overall cost of ICT provision per WTE</p> <p>NOAC indicator – Cost of ICT provision as a proportion of revenue expenditure</p> <p>No. of Servers, PCs and Laptops running unsupported Operating Systems</p> <p>Service availability - uptime</p> <p>Telecommunication costs</p> <p>Datacentre energy usage</p> <p>All IT assets maintained in asset register</p> <p>Percent of CIS controls at green status</p> <p>Percent of IT risks at green status</p>

		<p>Review Cisco IP telephony solution. Examine feasibility of implementing MS Teams telephony for all users Maintain I.S. Risk Register</p> <p>Review I.S. policies and procedures</p>	
Lead innovation, and develop and support initiatives through collaboration at local, regional, national and EU level.	3, 11	<p>Set up Innovation Team</p> <p>Develop Innovation Training programme for Innovation Team</p> <p>Finalise and publish MCC Innovation Strategy, develop an implementation roadmap and an action plan for 2021</p> <p>Prepare and submit proposals to National Public Service Innovation Fund</p> <p>Support and promote a culture of innovation in MCC</p> <p>Develop programme of events for National Public Service Innovation Week 2021</p> <p>Continue to develop the Innovation Hub on the Staff Portal</p> <p>Continue to build relations with external innovation networks</p>	<p>Innovation team established; terms of reference agreed</p> <p>2021 innovation actions completed</p> <p>Attendance/participation at national public sector innovation network events</p> <p>No. of ideas received through call for ideas for local innovation fund and national innovation fund</p>
Upgrade and Implement new and emerging software and systems where appropriate, including AI and Robotics, while keeping in mind accessibility, security, privacy and	3, 11	<p>Continue the roll-out of Laserfiche throughout the organisation</p> <p>Carry out application upgrades, including the upgrade of Agresso Milestone 4 to</p>	<p>Laserfiche Project Plan Progress</p> <p>No. of applications running on latest / latest minus 1 version</p>

information management requirements.		<p>Milestone 7, to avail of new/enhanced features and functionality, and for security purposes</p> <p>Review Virtual Reality solution implemented for house tours and identify other applications of this technology e.g. virtual tours of council buildings</p> <p>Deploy business intelligence tools to provide graphic information dashboards to assist with decision making</p>	Use of Information dashboards
Implement and maintain high quality GIS systems and open data technologies.	3, 11	<p>Continue the roll-out of the new GIS system throughout organisation</p> <p>Publish open data on national portal</p>	<p>Legacy GIS system replaced with new IMGS solution</p> <p>Data sets published</p>
Provide broadband, wi-fi facilities and online services to staff, libraries and the community.	3, 4, 6, 7, 11	<ul style="list-style-type: none"> <li>• Continue to develop www.monaghan.ie website</li> <li>• Replace/Upgrade WAN links to avail of improvements in broadband and security</li> <li>• Continue to support library facilities as spaces to encourage innovation and creativity</li> <li>• Review and maintain corporate and public Wi-Fi networks</li> <li>• Replace application forms with online forms and automated workflow using Laserfiche system</li> <li>• Implement online interactive mapping applications</li> <li>• Implement national online planning system when available</li> </ul>	<p>NOAC indicator – No. of visits to website</p> <p>Improved bandwidth and reliability</p> <p>No. of online application forms</p>

		and as per national roll-out schedule	
Implement and promote remote working technologies including mobile devices and apps, virtual teams, conferencing facilities.	3, 4, 7, 11	<p>Deliver training to staff and councillors on use of Microsoft/Office 365 including MS Teams</p> <p>Continue to develop and implement Mobile Apps</p> <p>Manage the Council's mobile phone/device/sim card estate</p>	<p>All staff and Councillors trained in Office 365</p> <p>Complete up-to-date Register of mobile phones / tablets / sim cards</p> <p>All mobile devices (phones, tablets, laptops) enrolled in MDM</p>
Provide high quality technical support to all our customers.	3, 11	<p>Implement a new Service Desk solution with self-service capability</p> <p>Continue to provide high quality technical support</p> <p>Carry out analysis of service desk calls to identify trends, and training requirements</p>	<p>No. of Support Calls logged / resolved per month</p> <p>Average time taken to respond to and to resolve support requests</p>
Implement the National Broadband Plan (NBP) for County Monaghan and the County Monaghan Digital Strategy		<p>Facilitate the delivery of fibre to 3,735 premises</p> <p>Facilitate the delivery of broadband to 16 broadband connection points (BCPs)</p> <p>Facilitate the delivery of broadband and WI-FI to 34 locations under the Wifi4EU project</p> <p>Finalise the Digital Strategy, develop an implementation roadmap and action plan for 2021</p>	<p>No. of premises with fibre connectivity under NBP</p> <p>No. of BCPs set up</p> <p>No. of WI-FI locations live</p> <p>No. of MCC actions completed on the County Monaghan Digital Strategy</p>

## 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 68 - 78	

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### 2. Roads

Performance Indicator R1:	Pavement Surface Condition Index (PSCI) Rating
Performance Indicator R2:	Roadworks/Expenditure
Performance Indicator R3:	% of Motor Tax Transactions conducted online
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### 3. Water

Performance Indicator W1:	% Drinking water in private schemes in compliance with statutory requirements
Performance Indicator W2:	Percentage of registered schemes monitored
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#### **4. Waste/ Environment**

Performance Indicator E1:	No. of households with access to a 3 bin service
Performance Indicator E2:	% of Environmental pollution cases
Performance Indicator E3:	% Litter pollution
Performance Indicator E4:	Schools awarded Green Flag Status
Performance Indicator E5:	Percentage Energy Efficiency Performance
NOAC Report: Page 94 - 99	

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#### **5. Planning**

Performance Indicator P1:	Building Control Inspections
Performance Indicator P2:	An Bord Pleanála Appeals
Performance Indicator P3:	Planning Enforcement
Performance Indicator P4:	Cost per Capita
Performance Indicator P5:	Fire Safety Certificate Applications
NOAC Report: Page 100 - 104	

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

Performance Indicator F1:	Cost per Capita of Fire Service
Performance Indicator F2:	Mobilisation Times
Performance Indicator F3:	Attendance Times at scenes
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## **7. Library/Recreation**

Performance Indicator L1: Library Visits & Issues

Performance Indicator L2: Cost of operating a Library service

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## **8. Youth/Community**

Performance Indicator Y1: Participation in Comhairle na nÓg scheme

Performance Indicator Y2: Groups associated with the PPN

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## **9. Corporate – HR and ICT**

Performance Indicator C1: Wholetime Equivalents (WTE)

Performance Indicator C2: Sick Leave

Performance Indicator C3: Website and Social media

Performance Indicator C4: Overall cost of ICT provision per WTE

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

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## **10. Finance**

Performance Indicator M1: 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 M2 (C): 5 year summary of collection of Housing Loans

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## **11. Economic Development**

Performance Indicator J1: Job Creation

Performance Indicator J2: Trading Online Vouchers

Performance Indicator J3: Mentoring Receipts

Performance Indicator J4: Tourism Strategy

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**Comhairle Contae Mhuineacháin**  
**Plean Bliantúil Soláthair Seirbhíse 2021**

**Monaghan County Council**  
**Annual Service Delivery Plan 2021**