



COMHAIRLE CONTAE MHUINEACHÁIN
PLEAN BLIANTÚIL SOLÁTHAIR SEIRBHÍSE



2022

ANNUAL SERVICE DELIVERY PLAN
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 2022, which was adopted by the members on 15 November 2021.

The Annual Service Delivery Plan 2022 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 2022 Service Delivery Plan.

Principal Services

The allocations to the different Service Divisions of Monaghan County Council in Budget 2022 are as follows:

Service Division	Funding Approved €
Housing and Building	€9,251,545
Road Transport and Safety	€25,081,234
Water Services	€8,185,733
Development Management	€11,261,234
Environmental Services	€6,888,957
Recreation & Amenity	€5,260,914
Agriculture, Education, Health & Welfare	€505,082
Miscellaneous Services	€7,415,099
Total Budget	€73,849,798

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/Interreg 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 by-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.

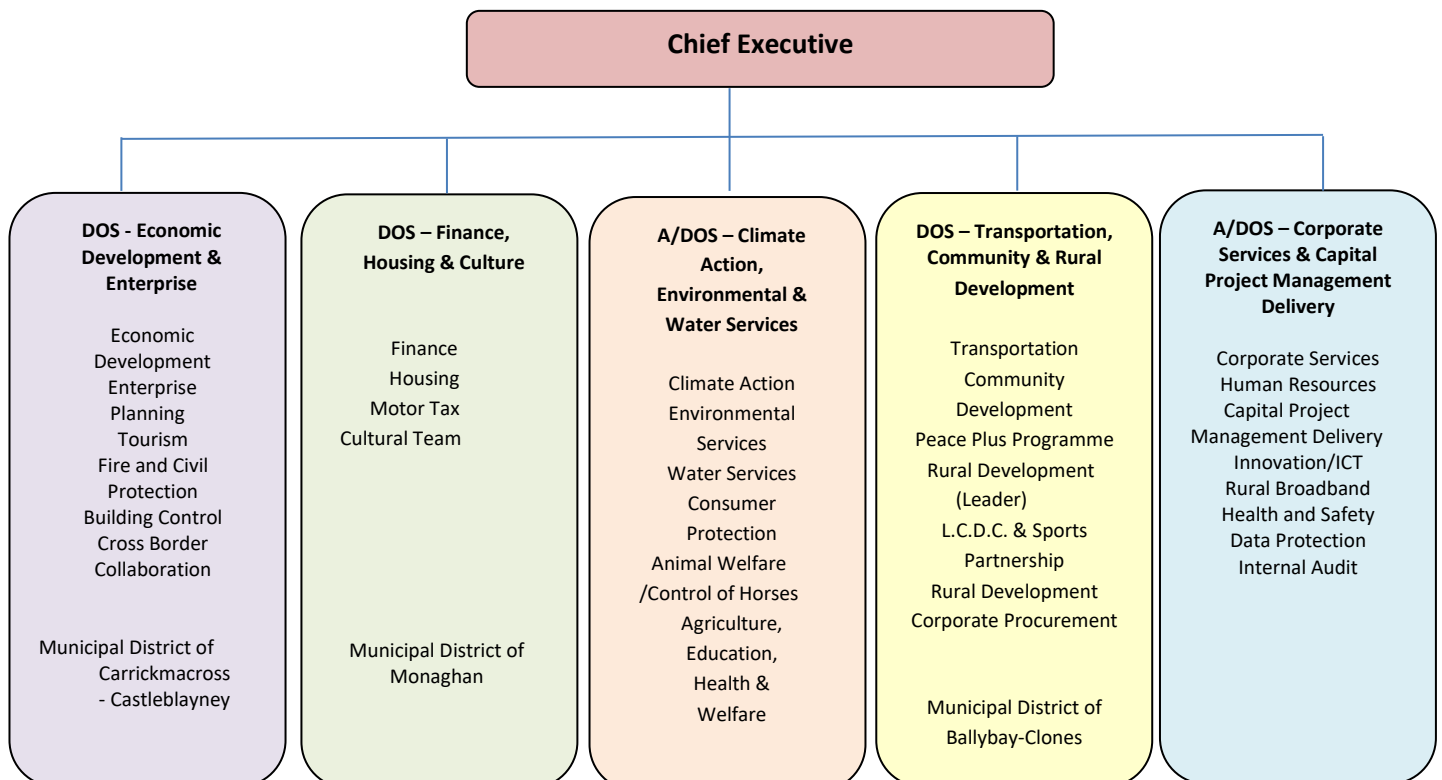
NOAC

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 2020 NOAC Local Authority Performance Indicator report was published in November 2021. In 2020, there were 42 local authority performance indicators. Full details on the Service Indicators are included in Appendix 1.

Management Structure



CORPORATE PLAN HIGH LEVEL GOALS

The 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

<p>1 TO ENSURE A CLEAN, SAFE AND SUSTAINABLE ENVIRONMENT</p>	<p>Support biodiversity and ensure the sustainable management of water, waste, and all other environmental resources.</p>
<p>2 TO SUPPORT LOCAL DEMOCRACY</p>	<p>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.</p>
<p>3 TO DELIVER QUALITY & INCLUSIVE CUSTOMER SERVICES</p>	<p>Improve Accessible Services, improve communications and engagement with the public to drive efficiency and effectiveness for our customers.</p>
<p>4 TO SUPPORT OUR LOCAL ECONOMY</p>	<p>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.</p>
<p>5 TO ENHANCE CULTURE AND CREATIVITY</p>	<p>Strengthen the capacity of the culture and creative sectors within County Monaghan.</p>
<p>6 TO STRENGTHEN OUR COMMUNITIES</p>	<p>Develop, Support and Enhance the quality of life of sustainable, inclusive communities in County Monaghan as envisaged in the Local Economic and Community Plan.</p>
<p>7 TO IMPROVE INFRASTRUCTURE AND PROVIDE ACCESSIBLE SERVICES</p>	<p>Progress key infrastructure projects.</p>
<p>8 TO DELIVER HOUSING AND HOUSING SUPPORTS</p>	<p>Increase the supply of social housing, improve existing housing stock and develop quality amenities to enhance Monaghan as a place to live.</p>
<p>9 TO IMPLEMENT ROBUST BUSINESS AND FINANCIAL MANAGEMENT AND CORPORATE GOVERNANCE</p>	<p>Develop and implement sound financial, management and governance systems to enable organisational and operational efficiency.</p>
<p>10 TO DEVELOP OUR PEOPLE AND ORGANISATION</p>	<p>Ensure Monaghan County Council is an employer of choice, builds our workforce for the future, supports and values managers as people developers.</p>
<p>11 TO ENSURE EFFICIENT AND EFFECTIVE SERVICE DELIVERY THROUGH ADVANCING INFORMATION SYSTEMS AND TECHNOLOGY.</p>	<p>Accelerate the digital delivery of improved and accessible services by promoting a culture of innovation.</p>
<p>12 TO TRANSITION TO A LOW CARBON & CLIMATE RESILIENT SOCIETY</p>	<p>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.</p>

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 2022	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	<p>Implement the provisions of the Housing Delivery Action Plan 2022 to address the housing needs of all sections of the community</p> <p>Ensure that social housing applications are dealt with within a 12-week period</p>	<p>Completion of the Housing Needs Demand Assessment 2022</p> <p>Completion of the Social Housing Assessment 2022</p>
To deliver good quality accessible social housing through planned programmes for construction, acquisition, leasing, maintenance and refurbishment.	3, 7, 8	<p>Continue ongoing construction, acquisition, leasing (if suitable and necessary), maintenance and refurbishment programmes and further develop programmes for subsequent years.</p> <p>Prepare, submit and support funding applications for additional social housing to be provided by Monaghan County Council and Approved Housing Bodies.</p>	<p>Housing Delivery Action Plan 2022-2026 targets</p> <p>NOAC Housing Stock Statistics</p>
To optimise the use of housing land banks and increase land bank reserves.	7, 8	Examine potential feasibility having regard to sustainability for the development of land in ownership of Monaghan County Council	Advertise for the purchase of land for future housing development

		Re-examine the acquisition of additional land for future housing development.	
To ensure casual vacancies are re let in a timely fashion.	7, 8	Review pre tenancy process including 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.	3, 8	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 persons 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	Monitor and review the presentations of new and existing traveller households.	Report prepared to assess progress of the Traveller 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 2021 -2024
To promote home ownership by increasing the range of housing accessible procurement alternatives.	8	Sale of properties will continue under the Tenant Purchase Scheme.	Report prepared and presented outlining tenant purchase sales for 2022
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	Continued implementation of the private housing grant scheme to assist the households in most need	No. 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 inspections compared to the overall number of Private Rented Dwellings.	Departmental target of 25% of private rented stock to be inspected per annum NOAC performance indicators relating to private rented inspections
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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 2022	Performance Standards
To plan, develop and progress strategic infrastructural routes.	7	<p>Implement Road Improvement Schemes identified in Project Ireland 2040 and County Development Plans.</p> <p>Ardee to Castleblayney.</p> <p>Clontibret to the Border.</p>	<p>Ardee to Castleblayney - Phase 3 progressed in line with project programme. Initial design undertaken. Engagement with directly affected landowners and feedback considered. Alignment finalised by end of year. Draft EIAR and CPO submitted for comment.</p> <p>Clontibret to the Border- Orderly conclusion of outstanding items from 2021 on foot of withdrawal of funding from the project.</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 County Development Plan.</p>	<p>Strategic Assessment Report completed & approved by DoT. Funding secured for next phase of project delivery.</p> <p>Strategic Assessment Report completed; scheme progressed subject to funding.</p> <p>Strategic Assessment Report completed.</p> <p>Project priority list created.</p>
To maintain & improve the structural quality of the road network.	7	<p>Progress N54 Tullybryan as Minor Improvement Scheme.</p> <p>N2 Phase 3</p> <p>N53 Ballynacarry Bridge</p> <p>N12 Silverstream to Co. Armagh border realignment scheme.</p> <p>Deliver National Road Maintenance Programmes.</p> <ul style="list-style-type: none"> • N2 Castleblayney Bypass South • N54 Monaghan Town Phase 2 • N2 Tullyvaragh Junction 	<p>Phase 4 completed, detailed design and tender process underway.</p> <p>Final account and project close out report completed.</p> <p>Preliminary design completed. Planning approved.</p> <p>SAR completed and submitted to TII for Phase One (Willow bridge to Silverstream).</p> <p>5.8kms of resurfacing completed. 0.6km of resurfacing completed. Part 8 completed, land acquired, tender process completed.</p>

		<ul style="list-style-type: none"> • National Road Maintenance Schemes • Non-National Improvement schemes • Non-National Maintenance schemes. • Bridge Rehabilitation Works <p>Deliver discretionary maintenance programme.</p> <p>Deliver Winter Service Plan</p>	<p>Defect survey completed; defects identified.</p> <p>Roads repairs prioritised and completed on a risk basis.</p> <p>Gateway Signage installed at identified locations subject to TII funding.</p> <p>Structural improvement on 45Km of Non – National Network completed.</p> <p>Restorative Maintenance completed on 90Km of Non-National roads</p> <p>NOAC KPI R2: Road Works (A-D) A-Regional Roads Strengthened B-Regional roads surface dressed C- Local Roads strengthened D- Local Roads surface dressed</p> <p>17 bridge rehabilitation schemes completed.</p> <p>Discretionary Maintenance works programme identified, prioritised and implemented in conjunction with the Municipal Districts.</p> <p>Winter Maintenance programme implemented.</p> <p>Severe weather operations reviewed at the end of the season.</p> <p>Plant maintained and updated as required.</p>
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		<p>Implement PSCI Road Survey and monitoring programme in line with national targets.</p> <p>Implement LIS & CIS Schemes</p> <p>Implement Specific Improvement Grant projects on Regional roads.</p> <ul style="list-style-type: none"> • Brackley Bridge • R181- Crossduff to Drumillard. <p>Develop a list of specific and strategic improvement grant schemes.</p>	<p>NOAC KPI R1: 100% PSCI Survey of Regional Network completed.</p> <p>Schemes delivered according to budgetary allocation.</p> <p>Completed. Part 8 Land acquisition completed.</p> <p>Prioritised list of specific and strategic improvement grant schemes prepared.</p>
Ensure effective administration & governance of Roads Programmes.	2, 7, 9	<p>Administer road opening licensing, permits, road closures.</p> <p>Administer signage and customer service requests efficiently.</p> <p>Enforcement of the 1993 Roads Act offences.</p> <p>Facilitate the administration of projects and budgetary spend.</p> <p>Deliver fast and efficient on-line Roads Administrative services.</p>	<p>All online applications processed.</p> <p>Customer Service requests recorded and monitored with the Municipal Districts.</p> <p>Roads Act Offences enforced.</p> <p>Timely drawdown and recoupment of funding stream and full audit compliance. Provision of financial reports.</p> <p>Automation of Abnormal Loads forms, Roads & Services in Charge applications.</p>

<p>Climate Action & Sustainable Travel Measures</p>	<p>1</p>	<p>Plan, design & provide infrastructure to assist with modal shifts to walking and cycling routes.</p> <p>Implement Active Travel Plan 2022.</p> <p>Continue to monitor and test the use of recycled asphalt in road construction projects with our industry partners.</p> <p>Development of Ulster Canal Greenway progressed. Monaghan To Middletown</p> <p>Smithborough to Monaghan</p> <p>Clones to Smithborough</p> <p>Park & Share Facility at N2 Carrickmacross</p> <p>Update Severe Weather Action Plan.</p>	<p>Development of Cycle Paths on the N2: three cycle paths to be designed and constructed. Design for Ballyalbany to Tydavnet Junction section to be developed.</p> <p>Active Travel Plan implemented.</p> <p>Pilot study and testing completed in order to contribute to the development of design standards for the re-use of reclaimed asphalt products.</p> <p>Monaghan to Middletown CPO completed. Site Investigations & detailed design completed. Tender issued and contract awarded.</p> <p>Part 8 approved.</p> <p>Part 8 approved.</p> <p>Scoping/Feasibility report commenced subject to funding.</p> <p>Plan finalised.</p>
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Maintain & Implement a Severe Weather and flood management Strategy.	1	Severe Weather Action Team to meet quarterly or as required.	Meetings held on a quarterly basis. Plan implemented during periods of severe weather.
Enhance the safety of the road network.	1, 3	<p>Prepare new five-year Road Safety Plan</p> <p>Deliver Safety Improvement Schemes on National road network.</p> <p>Implement Safety Improvement scheme works on Regional & local roads.</p> <p>Implement the VRS safety barriers repair/ replacement programmes on the applicable National routes.</p> <p>Implement actions in the Noise Action Plan.</p> <p>Implement Fencing Retrofit programme.</p>	<p>Five-year Road Safety plan completed, year 1 actions implemented.</p> <p>HD 15, HD17 & HD28 safety improvement schemes on national routes agreed with TII and implemented.</p> <p>Low cost safety schemes completed as identified and prioritised by the Municipal Districts in line with available budget.</p> <p>VRS inspected, replaced and repaired as needed.</p> <p>Year 4 Noise action measures delivered subject to funding.</p> <p>Fencing installed in accordance with the approved schedule of works (1.5km estimated length).</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 2022	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 2022</p> <p>Water Services with the assistance of Corporate Services to transfer all fixed water and wastewater assets to Irish Water. 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</p>	<p>Irish Water (IW) and Monaghan County Council agree to work under the terms of the Service Level Agreement (SLA) to provide efficient and quality water services to satisfy the needs of customers, in compliance with statutory and regulatory requirements and in a cost-effective manner. Performance measured against each KPI and Operational Measure.</p> <p>Number of assets transferred to IW.</p> <p>Schedule II TIC Reports completed and returned to Planning Section. Site resolution plans prepared for estates where no bond exists, tender and execute works. Where necessary procure and execute works to</p>

		<p>– 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>required standard using available bond funding.</p> <p>All planning reports returned within required timeframe.</p>
<p>Execute duties as the Water Authority for the implementation of the County Monaghan Rural Water Programme. Administration and oversight of Group Water Schemes and small private water supplies as per the Drinking Water Regulations 2014.</p>	<p>1, 3, 7</p>	<p>Administer subsidy applications.</p> <p>Administer and manage rural water capital investment programme.</p> <p>Implement and manage drinking water sampling plan.</p> <p>Carry out audits of GWS and SPS to ensure operation to current standards and regulations.</p> <p>Implementation of transformation initiatives to create shared national service.</p>	<p>Annual Subsidy Payments Processed and Recouped (€'s)</p> <p>Administer and Supervise the Rural Water Programme 2022. Number of Well and Domestic Waste-Water Treatment System grants issued.</p> <p>NOAC W1: Percentage of Private Drinking Water Supplies in Compliance with the Drinking Water Regulations.</p> <p>Number of audits carried out per year.</p> <p>Work to any future Service Level Agreement</p>
<p>To build climate resilience in all new capital projects and incorporate biodiversity measures on existing operational sites where possible.</p>	<p>12</p>	<p>Support Climate Change Steering Committee and Climate Action Team. Deliver actions in County Adaption Strategy, National Climate Action Plan and Charter.</p>	<p>Continue to support National Federation of Group Water Schemes in promotion of their pollinator plan and biodiversity measures among private group water schemes.</p>

			Working with Irish Water to implement biodiversity plans for a number of operational sites.
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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 2022 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 2022	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>	1, 3, 4, 6	<p>Provide an effective, equitable and consistent planning service</p> <p>Complete review of delivery of Planning Service to prepare for Office of Planning Regulator Review</p> <p>Operate public consultation & information service</p> <p>Process all planning applications, material contraventions, appeals, declarations,</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>Complete Report to identify service levels and implement improvements required by June 2022</p> <p>Operate online planning application information system – update within 24 hours of decision</p> <p>Public counter facility operated daily</p>

<p>Operate an enforcement system in line with legislative and policy requirements.</p> <p>Operate development contribution scheme within legislative and policy requirements.</p>		<p>extensions of duration applications, Part 8s, compliance with conditions, etc</p> <p>Monitor, investigate and take appropriate enforcement action in respect of unauthorised development.</p> <p>Manage, collect and monitor payment of development contributions and bonds/securities</p>	<p>Pre-planning clinics operated weekly, and public telephone morning twice-weekly</p> <p>One Agents Workshop conducted per year</p> <p>NOAC P2: 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>Collection system management complies with audit requirement and adopted scheme</p>
<p>To ensure a planning policy framework for balanced and sustainable development in the urban and rural areas.</p> <p>Develop a planning policy framework within legislative and policy requirements.</p>	<p>1, 4, 6</p>	<p>Organise Economic Development & Enterprise Support Strategic Policy Committee Meetings</p> <p>Process variations of the Monaghan County Development Plan as required</p> <p>Complete Department of Housing, Local Government & Heritage Housing Needs Demand Assessment (HNDA)</p>	<p>Organise a minimum of four meetings annually and provide information to members</p> <p>Variations of Development Plan adopted by Members, within legislative provisions</p> <p>HNDA completed by 31 March 2022</p>

		<p>Commission a report on Delivery of Housing in County Monaghan</p> <p>Produce Draft Maps for Residential Zoned Land Tax for consultation</p> <p>Manage Vacant Sites Levy Register</p> <p>Complete Local Area Action Plans (LAAP) in the town of Carrickmacross</p> <p>Assist in implementing Dublin Street South Regeneration Plan and Master Plan for the development of lands to North of Dublin Street</p>	<p>Report Produced by 30 May 2022</p> <p>Residential Zoned Land Tax Draft Maps Produced by 30 Sep 2022</p> <p>Register maintained with Annual Review</p> <p>Plans prepared and adopted by elected members by 30 Mar 2022</p> <p>Variation adopted by 30 June 2022</p>
<p>Manage and protect the built heritage within the County.</p>	<p>3, 5, 6</p>	<p>Maintain Record of Protected Structures (RPS)</p> <p>Manage applications for Built Heritage Investment Scheme</p> <p>Manage applications for Historic Structures Fund</p>	<p>Amendments incorporated into RPS as required as a variation to the MCDP</p> <p>Applications processed, recommendations referred to Department of Housing, Local Government & Heritage for funding, and funds distributed</p> <p>Applications processed, recommendations referred to Department of Housing, Local Government & Heritage for funding, and funds distributed</p>

		Processing of Section 57 Declarations	Processing Declarations within legislative requirements
		Complete annual Part IV statistical return	Return completed and submitted to DHPLG
Resolve remaining unfinished housing developments in the county and take in charge developments as required.	1, 6	Resolve remaining unfinished housing developments (UHDs) within the County Process Taking in Charge of housing developments within legislative requirements as requested Review and revise Taking in Charge Procedures	Agree priority list and work with MDs and service providers All applications for Taking in Charge processed within legislative requirements Revised Taking in Charge Procedures produced by 31 Dec 2022
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 Complete Draft Town Centre Masterplan for Carrickmacross

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 2022	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 Co. Monaghan</p> <p>Develop economic actions in Local Economic & Community Plan 2022 - 2027</p> <p>Development of a strategy to attract public and private investment 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>Informed dataset to assist in policy formulation</p> <p>Complete LECP Economic Actions under Strategic Objectives</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 25 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</p>

		<p>Deliver the Student Enterprise Programme</p> <p>Liaise with Monaghan County Council in the provision of industrial land for new and expanding businesses</p>	<p>No of Schools supported 10</p> <p>Identify potential sites for development</p>
<p>To develop a sustainable tourism industry in the county which will lead to an increase in visitor numbers and visitor revenue.</p> <p>Implementation of the Tourism Statement of Strategy & Work Programme 2017 - 2022</p>	<p>1, 4, 5, 7</p>	<p>Complete delivery of Family Cycle Trail in Rossmore Forest Park</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 Fáilte Ireland funded Destinations Town project for Monaghan Town</p>	<p>2.5km Cycle Trail delivered</p> <p>Increased profile and visitor numbers Min 4 events delivered Participation in min 2 tour operator workshops New website and booking system delivered Official Launch of Centre</p> <p>15% Increase in visitor numbers (dependent on Covid restrictions)</p> <p>Participation in itineraries developed as part of South Monaghan Cluster</p> <p>Promoted via Monaghan Tourism initiatives and Summer Campaign</p> <p>Project progressed through Planning and Tender Process</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>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 in conjunction with the newly established Sliabh Beagh Partnership Committee and also with Knockatallon Development Group to deliver min 2 actions from the Sliabh Beagh Tourism Action Plan</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 canal-side amenity in Clones.</p> <p>Support the development of the Ulster Canal Greenway project and the link to the Clones amenity</p> <p>Complete delivery of Rossmore Signage Project</p> <p>Deliver a Conservation Management plan for Rossmore Forest Park and for the Black Pig's Dyke at Scotshouse.</p> <p>New craft studio occupied</p>
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		<p>Continue work with Failte Ireland in the on-going development of the North Monaghan Tourism Cluster and the promotion of the existing South Monaghan Cluster</p> <p>Develop Potential of Lough Muckno</p> <p>Progress upgrade of Monaghan Way Route from Castleblayney to Inniskeen</p> <p>Commence development of new County Tourism Strategy for 2022-2027</p> <p>Progress upgrade and enhancement works project at Dartrey Forest</p>	<p>New Ireland's Ancient East Visitor cluster destination developed</p> <p>Tourism Experiences Training delivered by Failte Ireland with the support of MCC to min 8-10 businesses in the North Monaghan Cluster</p> <p>Promotional Material produced for South Monaghan area as a destination</p> <p>Tender for and support the work of consultants during feasibility study process for Lough Muckno Development Vision</p> <p>Communicate plans and progress with stakeholders</p> <p>Procure Design Team for upgrade works specifications and 3 new loops along this route. Progress these designs to Construction Tender stage by Q 4</p> <p>New Tourism Strategy developed</p> <p>Final Design for upgrades agreed and brought to tender stage</p>
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		<p>Work in conjunction with East Border Region to access tourism funding under the PEACE Plus programme</p> <p>Operate Tourist Office</p> <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>Deliver 4 new family-oriented educational trails for children in 4 towns</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>Funding application submitted in conjunction with EBR and other partner councils</p> <p>Tourist Office operated on a Seasonal basis from June to September (dependent on Covid restrictions)</p> <p>Min 2 posts weekly across all Monaghan Tourism accounts</p> <p>Content reviewed on a weekly basis and updated as necessary</p> <p>4 new trails developed which can be marketed to families</p> <p>Delivery of annual My Monaghan campaign comprising of Special Offer promotions, new video content, press articles and social media activity.</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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			Collaboration with Failte Ireland on min 2 workshops as part of the tourism clusters development
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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. 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 is committed to leading, promoting and supporting social inclusion through the development, implementation and review of strategies, policies and practices 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 2022	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> <p>SICAP Sub-Group</p> <p>Drugs & Alcohol Forum: Facilitate & co-ordinate the meetings of Monaghan Drug & Alcohol Forum (DAF)</p> <p>Progress actions from the forum's strategic plan</p>	<p>LCDC process operated in line with guidelines as revised and issued by DRCD. At least 8 LCDC meetings in 2022.</p> <p>SICAP – a minimum of 5 meetings per year</p> <p>Meetings (4) of Monaghan DAF held</p> <p>Prepare and implement new Strategic Plan 2021-26</p> <p>Actions from Strategic Plan progressed.</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>Conduct a final review of the 2016-21 LECP</p> <p>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>Communications Subcommittee meetings held.</p> <p>Actions delivered and monitored</p> <p>Final review of 2016-21 LECP completed</p> <p>LECP for 2022-27 completed.</p> <p>SICAP – managed, administered and funding drawn down and transferred to Programme Implementer.</p> <p>LEADER – managed, administered and funding drawn down and paid to project promoters. Article 48 Checks conducted as required. Admin costs monitored and managed.</p> <p>Continued representative presence on Board of Cavan Monaghan Local Link (CMTCU), County Childcare Committee.</p> <p>Continued presence on Children & Young Persons Services Committee (CYPSC)</p>
Participate in community-focused cross-border and EU programmes with	4, 5, 6, 7	Hold a closing event for Peace IV programme	Closing event held.

<p>a view to enhancing community infrastructure, capacity and activity.</p>		<p>Develop action plan for Peace Plus programme.</p> <p>Prepare Peace Activity Programme for delivery at Peace campus.</p>	<p>Peace Programme Manager in place and Local Action Plan produced.</p> <p>Peace Development Manager in Peace Campus appointed. Peace Activity Programme in Peace Campus prepared.</p>
<p>To promote equality and inclusion for all service users by developing cross departmental actions and policies.</p>	<p>3, 6</p>	<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>Implement the Disability Participation Project</p> <p>Public Sector Duty</p> <p>Manage and Administer Monaghan Women’s Assembly (MWA)</p>	<p>Social Inclusion Week 2022 delivered. Positive Mental Health Week 2022 supported.</p> <p>Participate on C4L inter county committee and working groups.</p> <p>Four meetings of Equality Sub-Committee held.</p> <p>Prepare and deliver work programme for 2022.</p> <p>Staff and Elected representatives trained in Disability Awareness. Small grants programme rolled out in the County.</p> <p>2022 actions implemented</p> <p>Terms of Reference Adopted Executive Committee Established- 6no. meetings held.</p>

			<p>Programme of Work 2022 developed and implemented.</p> <p>Profile of MWA raised across County Monaghan</p>
<p>Support the Public Participation Network (PPN) in realising its role and function.</p>	<p>3, 6, 12</p>	<p>Provide continued development support to all PPN member groups.</p> <p>Ensure ongoing mentoring is provided to all PPN representatives.</p> <p>Develop a tailored training programme to build skill set and capacity of member groups</p> <p>Collaborate with local authority and other organisations on consultations i.e. review of LECP</p> <p>Launch Community Wellbeing Statement and carry out promotional campaign on same.</p> <p>PPN to act as an information hub distributing information on funding opportunities, training, consultations and other community initiatives.</p>	<p>NOAC Y2 % of organisations registered with Social Inclusion Pillar</p> <p>PPN, Secretariat, Reps Network and Plenary Meetings held.</p> <p>Training sessions delivered</p> <p>Training sessions delivered</p> <p>All PPN Representative positions filled on Monaghan County Council decision making committees</p> <p>Submissions made to local, regional and national consultations.</p> <p>Community Wellbeing statement launched and PPN representatives trained on how to use the statement while representing the PPN.</p> <p>Social media platforms maintained and updated.</p>

		Launch PPN Strategic Plan 2022-2025 & implement actions from Plan	Year one actions implemented
<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 & other community-focused funding programmes</p> <p>Support Communities to develop their plans, projects, Networks and localities.</p> <ul style="list-style-type: none"> - Newbliss/ Killeevan Community Plan - Ballinode Community Plan - Smithboro Community Plan - Latton Community Plan <p>Continue delivery of Property Marking Scheme</p> <p>Review Monaghan Community Alerts initiative & if indicated, manage new tendering process to continue the service for the further 3 years</p> <p>Develop partnerships between Council and Communities</p>	<p>Local and Community Funding programmes delivered & funding drawn down: Community Enhancement Programme (Community Activities Fund) CLÁR Town & Village Renewal Scheme Outdoor Recreation Infrastructure Scheme Social Enterprise Grant Scheme</p> <p>Strong projects coming forward & securing funding from these areas & areas previously engaged with</p> <p>Strong partnerships developed between Council and Communities</p> <p>Continue delivery of Property Marking Scheme.</p> <p>A continued drop in theft stats in the county</p> <p>A continued fall in rural crime rate in the county</p> <p>Continued participation in projects, programmes and schemes with ongoing improvement in same. (e.g. Project</p>

		<p>Promote community development to the public & encourage them to get involved in their communities.</p> <p>Participate in Pride of Place competition</p> <p>Support the work of Tidy Towns groups through the organisation of a Network</p> <p>Support the work of Community Safety groups through the organisation of a Network</p> <ul style="list-style-type: none"> - Add more equipment to the CPR library started with CLAR funding in 2019 - Map all defibrillators around the county and register with the National Ambulance Service <p>Bring the community development workers together into a Network to facilitate them to discuss how best to support the community sector going forward</p>	<p>development, Tidy Towns, Pride of Place, etc).</p> <p>Project Development Clinics rolled out</p> <p>An increase in volunteers on local committees</p> <p>Competition utilised to build the capacity of at least three communities each year</p> <p>Training, advice, mentoring and information rolled out through Network activities. County-wide projects submitted for funding jointly via the Network</p> <p>Training, advice, mentoring and information rolled out through Network activities</p> <p>County-wide projects submitted for funding jointly via the Network</p> <p>Networking events held. Community workers to feed into the LECP in an organised way</p>
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<p>Provide quality play and recreation amenities and opportunities</p>	<p>4,6,8</p>	<p>Develop a Play & Recreation Strategy for the county</p> <p>Support the MD's to avail of the DCYA's playgrounds grant</p> <p>Review the playground condition reports for Council-controlled playgrounds and identify those in need of upgrades</p> <p>Organise activities to mark National Play Day & National Recreation Week & draw down funding from DCYA</p> <p>Complete project for installation of communication boards for non-verbal children in every playground</p>	<p>Clear direction on why, what, where and how to develop future parks, playgrounds and other recreational amenities in the county</p> <p>Funding into the county maximised</p> <p>Future projects identified & proposals prepared in anticipation of funding becoming available</p> <p>Activities run, happy children. Collaborations built with organisations such as childcare committee, SYPC</p> <p>Children at risk of exclusion now at a reduced risk.</p>
<p>Implement Monaghan Sports Partnership Strategic Plan 2019-2023</p>	<p>5, 6</p>	<p>Support organisations that promote and / or deliver Sport & physical Activity in the Community</p> <p>Develop the resources, programmes, activities and places which increase participation in Sport and Physical Activity.</p>	<p>Participation programmes for:</p> <ul style="list-style-type: none"> - Early Years & Pre-School age Children - Primary Schools - Post Primary Schools <p>at 20 x services / Schools and 200 participants</p> <p>Education & Training timetable developed and minimum 10 training course opportunities provided for sports club volunteers (including Safeguarding) for sports club volunteers</p>

		<p>Sports Club Grant Scheme delivered</p> <p>Specific projects delivered under Dormant Accounts funding:</p> <ol style="list-style-type: none"> 1. Community Sports Hub (Ballybay/ Kilmore and Drumsnatt) - engagement of 400 people in 20 activities 2. Outdoor Adventure Initiative (Castleblayney) -engagement of 200 people in 10 activities 3. Sports Inclusion Disability Capital supports programme (Purchase of disability sports equipment) <p>Support National physical activity events with priority given to Sport Ireland supported events (e.g. Operation Transformation Active Schools Week, Women in Sport Week, HER Outdoors Week</p> <p>Support delivery of targeted programmes of activity for:</p> <ul style="list-style-type: none"> - Older adults, - Adults and Children with a disability, - Females - Migrants 	<p>Engagement of over 2,000 people in the County participating across all participatory activities including online activity exercise programme.</p> <p>Programmes of activity delivered to target specific population groups as listed</p> <p>Community-led physical activity for older adults supported</p> <p>At least 10 x programmes of activity implemented for target-populations</p>
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		<p>Increase Awareness of the Sports Partnerships role and the opportunities to participate in Sport and Physical Activity</p> <p>Manage our structures and processes to be effective and efficient</p>	<p>Improved Communications and information systems in place to increase publicity to general public via updated website, weekly news items, quarterly activity reports, newsletter, e-zine, annual activity report, annual report.</p> <p>Strategic Plan Reviewed</p> <p>Meetings of Sport Partnership Committee held (min 4 meetings held)</p> <p>Compliance standards within the Governance Code reviewed and updated (a requirement of Sport Ireland)</p>
<p>Implement Healthy Monaghan Action Plan 2019 – 2022 and 2022 – 2024</p> <p>Development of Round 4 Programme of Work 2022 - 2024</p>	6	<p>Deliver 2022 HI Strategic Actions. Review 2019-2021 Actions</p> <p>Deliver and administer Community Mental Health Fund</p> <p>Facilitate Healthy Monaghan committee meetings</p> <p>Implement national campaigns such as #Keep Well</p>	<p>Actions Delivered</p> <p>End of programme returns completed and submitted to Pobal for all HI Funds received</p> <p>Publicity campaign across all social media on successes of programme</p> <p>Final balances paid to successful grantees</p> <p>Meetings of Healthy Monaghan Steering Committee held.</p>

		Consultation with key agencies/ community organisations to develop new Action Plan 2022 - 2024	Actions 2019-2021 delivered. Review Steering Committee membership New action plan approved 2022 actions delivered and monitored
Implement Migrant Integration Strategy 2020-23	3, 5, 6	Implement 2022 actions of Migrant Integration Strategy for county. Implement 2022 AMIF actions	2022 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	Implement Age Friendly Actions for 2022.	2022 actions delivered.
Implement Comhairle na nÓg programme	2, 6	Oversee the election of the Youth Council Support the facilitation of meetings of the youth council Implement the Comhairle na nÓg 2022 action plan.	Annual AGM held Youth Council meetings held. Action plan delivered NOAC Y1: Participation in Comhairle na nÓg programme.

Environment

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	Actions for 2022	Performance Standards
<p>To implement legislation and policy with regard to water quality for both surface and groundwaters in Co. Monaghan.</p> <p>Working toward achieving an improvement in water quality status in all water bodies in the County.</p>	1, 12	<p>Support on the implementation of the objectives of the River Basin Management Plan 2018-2021.</p> <p>Continue to support the development of the new 3rd cycle National River Basin Management Plan 2022-2027 which is due to be published in Q2 2022.</p> <p>Develop a water enforcement and water inspection programme for inclusion in the 2022 RMCEI work plan in line with 2022 national water priorities.</p>	<p>Monaghan County Council 2022 RMCEI plan preproduced and delivered as per the national water quality priorities.</p> <p>2022 WFD sampling program delivered as per sampling program agreed with the EPA.</p> <p>NOAC E2: Environmental Pollution Cases</p>
<p>To implement legislation and policy with regards to waste management.</p>	1, 12	<p>Develop a waste enforcement and waste inspection programme for inclusion in the 2022 RMCEI work Plan based on National Waste Enforcement Priorities as outlined in Circular WP06/2021</p> <p>Work with Waste Enforcement Regional Lead Authority and Regional Waste</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</p> <p>Monaghan County Council 2022 RMCEI plan preproduced and delivered as per the national Waste priorities.</p> <p>Completion of all monitoring and reporting as required by our EPA licence and progress</p>

		<p>Management Planning Office to implement Connaught Ulster Regional Waste Management Plan and Waste Action Plan for Circular Economy.</p> <p>Ensure the Scotch Corner waste facility continues to operate in a compliant and sustainable manner.</p> <p>Continue to investigate of the potential alternative income generating / environmentally friendly /climate action projects on the Scotch Corner</p> <p>Progress rebuilding of a new modular landfill site office building at Scotch Corner</p>	<p>any additional environmental improvement works as required by the Agency to ensure continued compliance.</p> <p>Progress Technical amendment of the existing waste license to amend northern site boundary to remove from the waste licence part of the facility which may be appropriate for alternative development.</p> <p>Office rebuild substantially complete by Q3 2022</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>	<p>1, 7, 12</p>	<p>Ensure that the network of bring centres in our villages and towns and the recycling facilities at Scotch Corner and in Carrickmacross are maintained and operated in line with contractual obligations and continue to comply with Waste Management legislation.</p> <p>Continue to progress site authorisations on the network of historical landfill in the County that were previously operated by Monaghan County Council during the period from 1977 to 1996</p>	<p>All recycling facilities comply with their permitting and/or licensing requirements and within the terms of any contract.</p> <p>Funding application submitted to DCCAE to progress Planning regularisation for 2 historic sites at Killycard and Killycronaghan</p> <p>Secure Certificate of Authorisation for Scotch Corner facility.</p>

			Complete Site investigation works at Corkeeran Historical landfill.
To develop innovative environmental awareness projects for targeted audiences.	1, 3, 11, 12	Develop awareness campaign by drawing down funding from the following schemes - Local Authority Prevention Network Funding - Anti-Dumping Initiative - Anti-Litter and Anti-Graffiti Fund - Community Environment Action Fund	E4: % of schools that have been awarded green flag status
To implement the objectives of County Monaghan Litter Management Plan.	1	Implementation of objectives of Litter Management Plan 2021-2023 for County Monaghan	E3: % LA area within the 5 levels of litter pollution E2: Environmental Pollution Cases
To improve air quality through the implementation of air quality legislation. Work with EPA in roll out of the national Ambient Air Monitoring Program.	1, 12	Develop an Air enforcement and Air inspection program for inclusion in the 2022 RMCEI work plan in line with 2022 National Air priorities. Continue to support the Environmental Protection Agency in the roll-out of the National Ambient Air Monitoring Program	Monaghan County Council 2022 RMCEI plan preproduced and delivered as per the national air priorities. Continue to maintain any local air monitoring stations in cooperation with the EPA to ensure the provision of local air quality data.
To protect public health by ensuring food safety compliance in food businesses under Monaghan County Council supervision.	1, 3	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 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	No of inspections and audits completed % of scheduled sampling completed Food Safety Authority returns and claims made No. of corrective action reports No. of prosecutions/ enforcement orders/ fixed penalty notices issued.

		<p>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>Inspect and register dog breeding establishments (DBE's) and ensure they comply with legislative requirements; investigate suspected DBE's</p> <p>Investigate complaints of stray horses and enforce horse control legislation</p>	<p>No. of welfare inspections carried out at slaughterhouses</p> <p>No. of stray dog complaints investigated No. of stray or unwanted dogs seized/collected 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 Register of establishments in place No. of complaints investigated</p> <p>No. of stray horses seized</p>
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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 2022	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” and in the National Climate Action Plan.</p>	<p>1, 12</p>	<p>Progress the delivery of prioritised actions in the Monaghan County Council Climate Action Adaptation Strategy 2019-2024</p> <p>Continue to reduce Monaghan County Council’s energy consumption in 2022</p> <p>Deliver on the mitigation actions as set out in the Local Authority Climate Action Charter and the National Climate Action Plan.</p> <p>In conjunction with CARO progress the new Monaghan County Council Climate Action Plan which will consider both climate adaptation and climate mitigation (subject to ministerial approval in 2022)</p>	<p>Number of actions in the strategy substantially advanced in 2022</p> <p>Ensure climate action is embedded in ASDP, team operational plans, and individual personal development plans.</p> <p>% reduction in energy usage in 2022</p> <p>Complete and submit CARO reporting template in Q3 2022</p> <p>Work has commenced on the development of a new Monaghan County Council Climate Action Plan.</p>

<p>Build appropriate staff confidences and capacities to lead and drive the Climate Change agenda.</p> <p>Lead and support local communities, businesses and industry in delivering initiatives to tackle Climate Change.</p>		<p>Staff from across all levels and from across all sections to attend climate action training programs developed by CARO.</p> <p>Ensure appropriate staffing complement to deliver climate action is identified and put in place during 2022.</p> <p>Climate Action Team in place including representatives from all relevant sections.</p>	<p>No of staff who have attended CARO training in 2022</p>
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Fire & Emergency Services

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 2022	Performance Standards
<p>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.</p>	<p>3, 6</p>	<ol style="list-style-type: none"> 1. Review and Implementation of Fire & Emergency Operations Plan 2018-2022 2. Implementation of recommendations outlined Fire Service Capacity Review (2020). 3. Progress development of new fire station in Ballybay. 	<ol style="list-style-type: none"> 1. Emergency Operational Plan reviewed and adopted in 2022, and key objectives implemented to include: <ul style="list-style-type: none"> • NOAC F2: Service Mobilisation • NOAC F3: Percentage of time in attendances at scenes. • Review & implementation of CTri (Command & Control) mobilisation and communication systems. • Implement recruitment & retention programme as per NDFEM guidance. • Completion of 2022 training & fleet maintenance plan

		<p>4. Procure new Class B Fire Appliance and funding application for new Fire Appliance.</p> <p>Review station, equipment and training facilities.</p>	<ul style="list-style-type: none"> • Maintain MoU with NIFRS for Road Traffic Accidents • Implementation of new PPE Policy. <p>2. Develop and implementation of a 'Risk Based' approach to ensuring the nearest available response to all incidents.</p> <p>3. Implementation of applicable recommendations outlined in Guidance Document Towards Fire Risk Management Strategies in Sliabh Beagh.</p> <p>4. Development and implement Wildland Fire Response plan for Sliabh Beagh and for all wildland fire incidents.</p> <p>5. Secured NDFEM funding approval and proceed to Part 8 planning permission, preparation of tender documents and tender for construction for new Fire Station in Ballybay.</p> <p>6. Fleet:</p> <ul style="list-style-type: none"> • Commence build of New Fire Appliance and obtain funding approval for new Fire Appliance. • Delivery of 2 No. 4x4 (people carriers) <p>Preventative Maintenance Programme adopted and implemented for vehicles, equipment and communication system maintenance (asset management)</p>
<p>To provide a healthy and safe working environment.</p> <p>Provide accessible community support.</p>	<p>1, 3, 6</p>	<p>1. Maintain IOS 450001 accreditation and develop fire-fighters awareness programme on Health & Wellness.</p>	<p>1. Retain IOS 450001 accreditation and implementation of fire-fighter Health & Wellness programme and develop and adopt and implement a new Facilities Management System.</p>

<p>Develop response to Major Emergencies.</p>		<p>2. Delivery of Building Control Regulations and operate public consultation and information service. Provide timely support, assistance and processes applications within statutory time frames.</p> <ul style="list-style-type: none"> • Implement Building Control Inspection Plan • Construction Products Regulations Policy implementation <p>3. Fire Safety: Implement recommendations of Task Force on Fire Safety in Ireland</p> <ul style="list-style-type: none"> • Prepare, adopt & implement Community Fire Safety Policy • Implement Fire Safety Inspection Policy • Process Dangerous Substance Licences & Vapour Recovery requirements • Initiate process of obtaining IOS 9001 Quality accreditation. 	<p>2. Building Control: Consultation and Inspection rate to include:</p> <ul style="list-style-type: none"> • NOAC P4: No. of inspections as per BC Inspection plan) • NOAC P5: Applications for Fire Safety Certificates • Processing of BCAR applications received via BCMS • No. of warning and enforcement interventions • Implementation of mobile inspection app to Fire & BC officers. • No. of pre-consultation meetings, and Workshop/Webinar conducted. • 3 No. of Construction Products Regulations inspections <p>3. Fire Safety:</p> <ul style="list-style-type: none"> • Implementation of Fire Safety Inspection Plan and No. of inspections completed • No. of fire safety enforcement interventions • Community Fire Safety Policy adopted and implemented, % Primary Schools visits. % No. Fire Safety talks, No. media messages, and No. of safety management events.
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		<p>4. Civil Defence:</p> <ul style="list-style-type: none"> • Implementation of Civil Defence 2030 Strategy and MCC development plan. <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"> • % Implementation of recommendations as per Task force report on Fire Safety in Ireland. • 10 No. inspections of filling stations in-line with RMCEI and processing of Dangerous Substance Licence and Vapour Recovery applications. <p>4. Civil Defence:</p> <ul style="list-style-type: none"> • No. of transportation interventions to assist primary response agencies. • Development of CD HQ as county and regional support training centre. • Review recruitment & retention of CD volunteers • No. of national (6No.), regional (12No.) & Local (50 No.) training and exercises completed. • Number of community events and duties completed (60-80 No.) <p>5. Support Road Safety Working Group and implementation of actions plan (EDU 26 & 27)</p> <p>6. Major Emergency Management:</p> <ul style="list-style-type: none"> • Review maintain and update MCC MEM plan. • Completion of MEM regional work plan • Prepare and deliver MEM training & exercises.
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			Completion of Pre-Fire Planning 2022 programme.
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Library Services

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 2022	Performance Standards
Implement Monaghan County Library Development Plan 2019 – 2022.	3, 5, 6	<ul style="list-style-type: none"> • Begin work on new County Library Development Plan 2023 – 2027 • Peace Campus – Monaghan Library • Peace Campus Community Outreach Programme • Castleblayney Library capital project • Library HQ/Clones, ongoing remedial works • My Open Library Launch in Clones Library • Annual Science Festival • Dormant Account Fund Programme 2022. New services targeting marginalised communities • Manage & overview Decade of Centenaries programme for county • Healthy Ireland at Your Library programme • Work Matters, Revised Programme • Implement Sensory Services Programme 	<p>NOAC L1A: Number of library visits per head of population</p> <p>NOAC L1B: Number of items issued to customers</p> <p>NOAC L1C: Library active members per head of population.</p> <p>NOAC L1D: Number of registered members of the library in the year</p> <p>NOAC L2A: Cost of operating the Library Service</p> <p>NOAC L2B: Cost of expenditure on new stock acquired by the library service</p> <p>Library Statistics issued to LG Returns (LGMA), to be completed in first half of 2022 for 2020 and 2021</p> <p>Right to Read 2022 Action Plan</p>

		<ul style="list-style-type: none"> • Coordinate and implement Culture Night programme for the county • Manage and implement the Europe Direct Information Centre (EDIC) in Clones Library • Continue to develop programme to care homes and older people's groups • Procurement of Replacement Mobile Library Van • Review outreach services to isolated rural customers and communities • 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 2022. • Contribute to new National Strategy for Public Libraries, to be completed in 2022 	<p>Work Matters 2022 Action Plan</p> <p>EDIC centre annual returns to EU Commission:</p> <ul style="list-style-type: none"> • No of visitors • No of queries • Types of queries received • No of events held • Participation in events • Social media posts • Media reports
<p>Implement annual Right to Read Action Plan.</p>	<p>3, 5, 6</p>	<ul style="list-style-type: none"> • Little Library Programme <ul style="list-style-type: none"> ○ Book Resources provided to every ELC (Early learning Centre) in the county ○ Bag of books to every 4 to 5-year-old starting school this year • Right to Read Event Programme, including Ireland Reads, Spring into 	<p>NOAC L1A: Number of library visits per head of population</p> <p>NOAC L1B: Number of items issued to customers</p> <p>NOAC L1C: Library active members per head of population.</p>

		<p>Storytime, Summer Stars Reading Adventure, Children’s Book Festival, Family Time at Your Library</p> <ul style="list-style-type: none"> • Review of preschools and school’s library service • Literacy support for low income and marginalised communities • Establish additional book clubs across the county 	<p>NOAC L1D: Number of registered members of the library in the year</p> <p>Library Statistics issued to LG Returns (LGMA), to be completed in first half of 2022 for 2020 and 2021</p>
<p>Implement Monaghan Culture & Creativity Strategy Monaghan 2018-2022.</p>	<p>3, 4, 5, 6</p>	<p>Manage and overview the programme for the county on behalf of MCC. To support and roll out the following projects:</p> <ul style="list-style-type: none"> • Wetlands Film Project – produce 5 short films • The Nature Project • Patrick Kavanagh Legacy Programme • War of Independence Digital Media Project • Writer in Residence • Tradoodle Festival • Elsewhere – The Opera • Monaghan Murals • Inscribed histories at the Rossmore Mausoleum • Cruinniu na nÓg • Local Arts in Education Partnership – Support for key projects • Bordering Realities project • Ways of Disappearing Project 	<p>Creative Ireland Returns:</p> <ul style="list-style-type: none"> • Number of Creative Practitioners engaged in initiatives • Audience Figure • Virtual Audience figure

		<ul style="list-style-type: none"> • Lullaby Leaf Project for Children with Down Syndrome <p>To work with Creative Ireland office to roll out other initiatives such as Positive Ageing and Creative Wellbeing Challenge Fund and any other additional funded projects</p> <p>Develop a new 5 year Cultural and Creative strategy 2023-27</p> <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>	
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.	

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 2022	Performance Standards
<p>Implementation of the joint 8-year framework agreement between Monaghan County Council & The Arts Council</p>	<p>5</p>	<p>Expressions of interest sought & Artist selected in Clones Artists Studios</p> <p>Value Added Scheme Operational in support of Artists successful in achieving Bursaries</p> <p>Delivering Artist support scheme</p> <p>Amalgamating and devising a pro YP in the delivery of our Arts programming with our Arts Partners,</p> <p>Continuation of our Music generation investment</p> <p>Maintain our Local Arts in Education (LAEP) investment with our Partners in Cavan CC & CMETB</p> <p>Supporting the Creative Monaghan programme</p> <p>Deliver our Arts Partners Scheme</p>	<p>1. Supporting Artists Value and support the work of artists, and extend the range of opportunities for artists to develop their practice</p> <p>2. Young people and the Arts Increase opportunities for children and young people to create, access and participate in great art</p> <p>3. Creating Capacity Investing in the professional development of venues, festivals and organisations providing high-quality arts experiences</p>

		Use the LLPPS scheme in creating capacity for our venues and festivals. Liaise and support our festivals & venues post Covid restrictions	
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Heritage

In its Corporate Plan, Monaghan County Council committed to promoting and protecting a clean, safe environment in a manner which is viable and sustainable. The Council's Heritage Office plays a key role in this area and in the local implementation of the National Heritage Plan and National Biodiversity Plan. The Heritage section's priorities and objectives are outlined below, together with the performance standards to be met. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

Supporting Strategy	High Level Goal	Actions for 2022	Performance Standards
Implement Monaghan Heritage and Biodiversity Strategic Plan 2020-2025	1,3, 5, 6,12	<p>Create awareness about Biodiversity and Heritage plan objectives and themes.</p> <p>Make applications for new resources for heritage and biodiversity activities.</p> <p>Apply to existing funding streams including Heritage Council Heritage Plan funding for support for programme.</p> <p>Coordinate County Monaghan Heritage Forum.</p> <p>Promote National Biodiversity Action Plan and National Heritage Plan objectives.</p> <p>Co-ordinate Monaghan Heritage Week & support other key days – World Wetland Day, National Bee Day, Biodiversity Week.</p>	<ul style="list-style-type: none"> • Number of actions delivered in the strategic plan by year end. • Heritage information updated on Council website and GIS. • Quarterly forum meetings. • Heritage funding invested. • Heritage reports produced and disseminated. • Support and advise community led heritage groups to secure funding. • Number of attendees at events. • Social media communication reach • Number of events and organisations holding events. • Podcast episodes.

Monaghan Hedgerows – A Decade of Change Report 2021	1,3, 5, 6,12	Build capacity within Monaghan County Council sections to achieve better outcomes for hedgerows	Number of recommendations from the hedgerow report implemented.
Monaghan Wetlands Action Plan	1,3, 5, 6,12	Establish Monaghan Wetlands Network Public Awareness campaign	Number of workshops and participants Number of wetland sites involved in network.
DLGHH Community Monuments Fund 2021	1,3, 5, 6,12	Coordinate applications and recoupments Make applications for MCC owned sites. Monitor and report on conservation works.	CMF grant scheme administered. Number of structures conserved. Number of applications successful. Amount of funding secured.
DLGHH National Biodiversity Action Plan funding for local authorities	1,3, 5, 6,12	Deliver biodiversity activity that supports the NBAP and local needs. Support development of operational working group towards agricultural engagement in biodiversity delivery.	Biodiversity funding secured from NPWS. Quality of engagement by year end. Advocacy built for RPBS for farming and biodiversity.
Implement the Culture & Creativity Strategy Monaghan 2018-2022	3, 5, 6	Work with Culture Team on implementation of Creative Ireland in Monaghan.	Wetland / bog projects.
Pollinator Plan Guidelines for Local Authorities	1, 5, 12	Work with MDs and Tidy Town co-ordinator to promote AIPP implementation.	Number of groups signed up to principles and actions. Areas converted to improved management for pollinators in the county.
Collaborative action for the Natura Network Interreg V project	1, 5, 12	Co-ordinate Uplands Site work package and 6 work package meetings. Deliver targets for Sliabh Beagh as part of project for 2021:	Procurement, forecasting, reporting and recoupment through eMS & SEUPB requirements.

		<ul style="list-style-type: none"> • Bog restoration through planning of drain blocking. • Deliver cross-border Fire Risk Management Plan • Invasive species removal • Hen Harrier nest protection • Upscale conservation grazing • Publish Conservation Action Plan • Capital works to walkway to protect bog from erosion • Hold information events. World Wetlands Day, Heritage Week and other days as identified • Feed into national Hen Harrier winter roost survey • Feed into PEACE PLUS planning for next funding cycle. 	<p>Attendance and reporting at 6 steering group meetings for CANN and cross-border agency meetings.</p> <p>Meet EU Habitats Directive requirements.</p> <p>In line with forecasting and overall project commitments on Letter of Offer.</p> <p>Hectarage impacted.</p> <p>Local stakeholder engagement.</p>
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Museum			
Supporting Strategy	High Level Goal	Actions for 2022	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 2022</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>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>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>
<p>Implement the Monaghan Culture & Creativity Strategy Monaghan 2018-2022.</p>	<p>3, 5, 6</p>	<p>Complete Monaghan Murals project Phase 2</p> <p>Organise Monaghan War of Independence Cross Border project with Fermanagh Museums</p> <p>Launch Rossmore Minecraft Project</p> <p>Develop Impact of Partition Project in partnership with the Ulster Scots Agency</p>	<p>Produce three high quality murals in Monaghan and Inniskeen and Ballybay</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>Every primary school in the county takes part in the online virtual learning quests associated with the project</p> <p>Project facilitator procured. Stakeholders engaged – final report produced</p>

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 2022	Performance Standards
Asset management of Public Lighting & continued optimisation of energy efficiency.	7, 12	<p>Maintain a comprehensive Public Lighting inventory.</p> <p>Effective Asset Management of Public Lighting infrastructure and ensure effective delivery of Public Lighting maintenance contract.</p> <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 31/12/2021 relative to baseline year (2009)</p> <p>NOAC E6 Public Lighting performance indicators report:</p> <p>A. Total billable wattage of the public lighting system</p> <p>B. Average billable wattage of the Public Lighting system</p> <p>C. Percentage of the total system that LED lights represent.</p> <p>Achieve Public sector Energy targets.</p>
Continue to progress Public Sector energy efficiency target.	7, 12	Prepare & implement 2021 Energy Action Plan.	NOAC E5 - Energy efficiency performance performance indicators report:

		<p>Progress projects for 2030 Energy and Carbon targets</p> <p>Review and update Corporate Energy Policy.</p> <p>Act as EPO (Energy Performance Office) for Monaghan County Council</p> <p>Monitor and report all energy used by the Council to SEAI</p>	<p>A. The cumulative % of energy savings achieved by 31/12/2021 relative to baseline year (2009)</p> <p>Achieve Public sector Energy targets.</p>
<p>Delivery of Capital Programme.</p> <p>Application of Monaghan County Council Accessible procurement strategy to all capital projects.</p>	7, 12	<p>Prepare Annual three-year Capital Programme.</p> <p>Project Governance policies in place for Capital Projects</p> <p>Coordinate and assist in delivery of Capital Building Projects across organisation</p> <p>Identify sustainable uses for Council owned derelict properties and progress towards redevelopment</p> <p>Work with Corporate Procurement Team in delivering Capital Projects</p>	<p>Compliance with:</p> <p>Public Spending Code.</p> <p>MCC Procurement Governance and Guidelines</p> <p>Ensure effective cost controls, time management, risk mitigations are in place and continuous monitoring and review.</p> <p>Delivery of building projects</p>
<p>Coordinate the management of the Council's property portfolio & ensure modern facilities for the delivery of services.</p>	7, 9	<p>To progress Capital projects in 2022</p> <p>Maintain and update a detailed I.T. based Property Portfolio</p>	<p>Property Interest Register in place to ensure a comprehensive inventory of property currently owned by M.C.C</p>

		<p>Work closely with National Asset Management Group</p> <p>Implement the recommendations of the L.G. A.S. VFM report No. 30</p> <p>Property Asset Management</p> <p>Optimise the use of all active properties</p> <p>Ensure office facilities in place for the effective delivery of Council Services</p> <p>Coordinate maintenance and management of Council Building Portfolio</p> <p>Work with Corporate Procurement Team & OGP in procuring goods, services and works</p> <p>Oversee the management and operation of Monaghan Leisure Centre</p>	<p>Progress ownership of title for unregistered properties. Effective use and management of property achieved across organisation</p> <p>Ensure MCC assets in National database are up to date</p> <p>Effective Governance in place for Monitoring and Reporting and reviewed</p> <p>Disposals in line with Section 183 of L.G. Act.</p> <p>Acquisition & Disposals to be recorded on PIR system</p> <p>Property Asset Management Plan reviewed</p> <p>Compliance with LGAS VFM 30</p> <p>Annual Report of Property Assets prepared</p> <p>Monitoring of KPIs and Metrics</p> <p>Record and Monitor property; metrics, KPI's and benchmark</p>
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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 2022	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 organisation's responsibilities under the Ethics Framework</p> <p>Support good governance through an effective audit process. 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 28/02/2022</p> <p>2022 Internal Audit Plan delivered. 2022 Audit Committee work plan delivered. Training undertaken by staff and Audit Committee.</p> <p>Annual Report adopted by June 2022 Annual Service Delivery Plan adopted by 31 March 2022 Monthly Management Report submitted to Council NOAC returns submitted by specified date 2020 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>	<p>3</p>	<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>	<p>3, 9</p>	<p>Continue to implement appropriate measures to achieve compliance under General Data Protection Regulation (GDPR) Data Protection Act 2018 and Data Sharing and Governance Act 2019</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>Continuous 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 Awareness training delivered to all staff</p> <p>Scéim na Gaeilge actions for 2022 implemented.</p>
<p>Deliver quality inclusive services to our customers that reflects the diversity of our communities</p>	<p>3</p>	<p>Develop appropriate, effective and accessible communication and customer care services and systems</p> <p>Updating and maintenance of MCC data on National Catalogue of Services website</p>	<p>Communications Officer appointed Draft Communications Strategy developed Review Customer Care Plan</p> <p>New website called services.localgov.ie launched.</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 2022	Performance Standards
Compliance with Statutory Regulations.	9	<p>Ensure robust, balanced budget for 2023 is prepared for review and adoption by Members (S102/ S103 LGA2001)</p> <p>Ongoing reduction in Cumulated deficit</p> <p>Annual Financial Statement completed and submitted by 31st March (S105/ S108 LGA2001)</p> <p>Ensure no material audit adjustments are required (S118 LGA2001)</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 > €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>

		<p>Ensure any additional expenditure over budget is reported to Members (S104 LGA2001)</p> <p>Review of Member's new remuneration and expenses (S142 LGA2001)</p> <p>Administration/ Collection of Commercial Rates (LG Rates bill 2018)</p> <p>Keep adequate Accounts (S107 LGA2001)</p> <p>Accurate administration of NPPR (Part 12 LGA 2014)</p>	<p>Reported at CPG/ Council meeting</p> <p>Accurate payments made and no audit corrections</p> <p>No concerns raised by LGA</p> <p>No concerns raised by LGA</p> <p>No concerns raised by LGA</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>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>Assist all sections with financial queries</p>	<p>% of Rates collection meets or exceeds NOAC's target</p> <p>% collected acceptable to Local Government Auditor</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>

		Administer any COVID related and other grants and payments	All possible supports administered and recouped from DHLGH
Monitor and strive to continuously improve Financial Management.	9	Issue Quarterly financial reports to SMT and Members – comparing actual vs. budget and forecasting full year income and expenditure Monitor cashflow and ensure adequate funding is in place for all revenue expenditure and capital projects Audit and review LVP card procedures	Report prepared and issued to SMT and Members All capital balances/ expenditure reviewed and reconciled quarterly LVP Card procedures are followed
Demonstrate effective Asset Management.	9	Update and monitor the Fixed Asset Register. Compare the FAR with other IT systems such as iHouse. LGA reviews reconciliations.	Local Government Auditor satisfied that systems reconcile
Continuously review and improve Financial Administration function.	9	Ensure that Suppliers are paid promptly and accurately Review and improve internal controls and increase quantity of monthly/ quarterly reconciliations within Finance Reduce number of cheque payments/ increase number of EFT payments Ensure all capital balances are funded and reconciled	No Penalties/ interest payable for prompt payments LGA conducts more controls audits and fewer substantive tests during annual audit Reduction in number of cheque payments All capital balances are reconciled and funded

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 2022 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 2022	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 actions in '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>Total number of WTE's. WTE's per Capita. Target Training & Development Plan to areas identified as priority.</p> <p>Agreed objectives have been achieved and actions implemented.</p> <p>Succession Planning, business continuity and training needs met, panels maintained where applicable.</p> <p>Ensure compliance with legal and statutory obligations including General Data Protection Regulations. Clear Policies/procedures communicated to all staff.</p> <p>Optimise use of upgraded versions of Core system, and MyPay procedures</p>

		<p>Laserfiche project continued with the assistance of IT</p> <p>Makodata 'Data Analytics' project operational.</p>	<p>Continued programme of automation of HR procedures towards a paperless HR Section.</p> <p>Use of Makodata to ensure efficient and effective HR Data Analytics.</p>
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>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>Continued participation of Engineers Ireland Accreditation programme</p>

		Continue to build strategic alliances with other organisations to position MCC as a key employer of choice.	Opportunities are provided for students/graduates via Graduate Programme, MIFET, Accounting Technicians Ireland, apprenticeships.
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 form revised and 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>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, and refresher training and awareness is provided to new and existing Line Managers.</p> <p>Engaging in Senior Staff Forum to disseminate new HR policies/procedures or initiatives.</p> <p>Continuing support of Engineers Ireland Accreditation</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> <p>CPD Committee meetings are held quarterly and supported by HR.</p>
<p>Promote positive employee relations and engagement.</p>	<p>10</p>	<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>Management reports are updated monthly. Meetings are held every two months with Senior Staff Forum. Communicate quarterly through MCC Staff Newsletter. 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>Promotion of new Employee Assistance Service and Wellbeing App</p> <p>Maintain Collaborative employee relations with unions and staff representatives, respecting IR mechanisms.</p> <p>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>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 Agendas and minutes are issued</p> <p>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 healthy working environment by promoting early intervention and good communications</p>	<p>Clear Policies and Procedures implemented consistently across the Council. Relevant training provided.</p> <p>Health & Wellness framework in place: - Employee Assistance Programme Wellness APP – encourage downloading Wellbeing events Health & Safety system</p>

		Raise awareness of equality and diversity, equal treatment for all.	<p>Eyesight tests Flu Vaccinations Family friendly policies Occupational Health care. Operation of attendance management system NOAC C2: working days lost to sickness Absenteeism reduced below 3.5% Record and monitor COVID 19 instances</p> <p>Diversity and equality learning module delivered to all staff.</p>
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Health & Safety Unit			
Supporting Strategy	High Level Goal	Actions for 2022	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.</p> <p>Develop and implement an audit, inspection, investigation and review process.</p>	<p>Review and maintain the MCC Online H&S Management System including the Corporate Safety Statement, Generic Procedures, H&R Assessments, Inspections and H&S Registers.</p> <p>Building H&S Assessments in place.</p> <p>H&S Unit Corporate Risk Register in place and current.</p> <p>2022 Health and Safety Unit Operational Plan in place.</p> <p>Deliver Management Team Monthly Reports.</p>

			<p>Safety Committee in place and operational.</p> <p>Two Safety Link Newsletters and regular Safety Briefings issued to employees.</p> <p>Participate in European H&S Week.</p> <p>Investigate incidents and maintain records.</p> <p>Manage the MCC Defibrillators.</p>
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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 2022 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 2022	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>Measure and analyse energy usage/carbon footprint of HQ Datacentre and explore options to reduce same while ensuring efficient secure operations.</p> <p>Procure unified communications solution (Teams telephony) and roll-out to entire organisation</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>Public Sector Cyber Security Baseline Standards</p> <p>Percentage Servers, PCs and Laptops running supported Operating Systems</p>

		<p>Procure SOC (24/7 Security Operations Centre), SIEM (Security Incident and Event Monitoring), and advanced network security services</p> <p>Procure independent external and internal network Penetration testing</p> <p>Review the Public Sector Cyber Security Baseline Standards, carry out a gap analysis, identify actions, priorities and resources required to achieve baseline standards</p> <p>Review Cyber Risk Improvements required by IPB for Cyber Extortion / Ransomware Buy Back and implement where resources allow</p> <p>Continue to implement CIS cyber-security controls and continue to provide cyber security through managing multi- layered cyber-security systems</p> <p>Renew/replace Anti-Virus solution</p> <p>Upgrade Virtualised hypervisor platform to latest version and implement 2FA for platform access</p> <p>Monitor and maintain server and data backup solution and upgrade cloud backup solution</p>	<p>Service availability - uptime</p>
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		<p>Update Disaster Recovery (DR) Plan and conduct regular DR testing</p> <p>Review security policies and develop additional policies</p> <p>Review and update I.S. procedures</p> <p>Maintain comms room equipment in remote offices, install/upgrade switches, routers and other network equipment</p> <p>Continue implementing Windows Server and Desktop Upgrade/Migrate/Replace Programme</p>	
<p>Lead innovation, and develop and support initiatives through collaboration at local, regional, national and EU level.</p>	<p>3, 11</p>	<p>Continue as lead authority in collaboration with 10 local authorities, DHLGH, OGCIO, and LGMA on the development of MyCoCo - a national build-to-share secure hosted solution for the delivery of digital services to citizens</p> <p>Develop national build-to-share Employee Engagement solution in collaboration with Dun Laoghaire-Rathdown County Council</p> <p>Undertake a programme to implement an Innovation Management System in Monaghan County Council</p> <p>Prepare and submit proposals to National Public Service Innovation Fund and other Innovation Funds such as the Future Tech Challenge</p>	<p>No. of local authority services available on MyCoCo</p> <p>No. of local authorities onboarded to MyCoCo</p> <p>Innovation Strategy Published</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> <p>Successful applications to Innovation Funds</p>

		<p>Submit proposals for pilot projects to Dept. Rural & Community development which have the scope to be scaled up nationally</p> <p>Develop programme of events for National Public Service Innovation Week 2022</p> <p>Continue development of 360-degree tour and House inspections App</p> <p>Continue to develop the Innovation Hub on the Staff Portal</p> <p>Continue to build relations with external innovation networks</p>	
<p>Upgrade and implement new and emerging software and systems where appropriate, including AI and Robotics, while keeping in mind accessibility, security, privacy and information management requirements.</p>	<p>3, 11</p>	<p>Continue the roll-out of Laserfiche</p> <p>Implement new systems including the national ePlanning system, the national library management system, Metacompliance system for simulated phishing, eLearning and Policy Management, Manage Engine Service Desk</p> <p>Carry out application upgrades for the following systems: - Agresso Financial Management System, Ascendas Customer Payments Portal, LGMA iPlan and iHouse Systems, eVoter system</p> <p>Implement corporate walking tours app - Explore Monaghan</p>	<p>No. sections using Laserfiche</p> <p>Go-live target dates met for national systems</p> <p>No. applications running on latest versions of software</p>

		Implement business intelligence tools to provide graphic information dashboards to assist with decision making	
Implement and maintain high quality GIS systems and open data technologies.	3, 11	Review GIS systems and upgrade/replace as appropriate Develop an online Open Data Portal Publish open data on national portal	
Provide broadband, wi-fi facilities and online services to staff, libraries and the community.	3, 4, 6, 7, 11	Support the rollout of thematic programmes to BCPs, focusing on remote working, digital skills development, Arts & Culture, E-health Support the Eduroam Wifi network in public libraries for 3 rd level college students Commence online portal to allow member of the public to register broadband queries and broadband issues Create 3 * E-health hubs within Co. Monaghan to assess this as a national rollout project Maintain and support Wifi4EU public Wifi network Continue to support library facilities as spaces to encourage innovation and creativity Review and maintain corporate and public Wi-Fi networks	NOAC indicator – No. of visits to website Improved bandwidth and reliability Usage of public Wi-Fi

		<p>Develop GIS Hub to provide quick access to the public to GIS applications</p> <p>Continue to implement online interactive mapping applications</p>	
<p>Implement and promote remote working technologies including mobile devices and apps, virtual teams, conferencing facilities.</p>	<p>3, 4, 7, 11</p>	<p>Continue roll-out of docked laptop solution for all staff</p> <p>Facilitate and support home/blended working</p> <p>Continue to develop and implement Mobile Apps</p> <p>Implement video conferencing systems</p> <p>Manage the Council's Laptop, tablet, mobile phone/device/sim card estate</p>	<p>Complete inventory of PCS, Laptops, tablets, mobile phones, lone working devices, loggers, sim cards</p> <p>All mobile devices (phones, tablets, laptops) enrolled in MDM</p>
<p>Provide high quality technical support to all our customers.</p>	<p>3, 11</p>	<p>Continue to provide high quality technical support to staff, management and councillors</p> <p>Manage support calls and service requests via service desk system</p> <p>Develop plan to reduce the no. open calls</p>	<p>No. of Support Calls logged / resolved per month</p> <p>Average time taken to respond to and to resolve support requests</p>
<p>Implement the National Broadband Plan (NBP) for County Monaghan and the County Monaghan Digital Strategy</p>		<p>Continue to facilitate the roll-out of the National Broadband Plan</p> <p>Develop branding and marketing / promotional campaign</p>	<p>No. of premises with fibre connectivity under NBP</p> <p>Use of BCPS</p> <p>Use of WI-FI</p>

		<p>Collaborate with other local authorities to develop and increase use of digital hubs</p> <p>Identify and apply for funding for digital initiatives</p> <p>Work with the Digital Steering Committee to identify priority actions in the County Monaghan Digital Strategy and implement actions agreed</p>	<p>Progress of the County Monaghan Digital Strategy</p>
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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

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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 and Environment

Performance Indicator E1:	Households with access to a 3 Bin Service
Performance Indicator E2:	Environmental Pollution Cases

Performance Indicator E3:	Litter Pollution
Performance Indicator E4:	% of Schools that currently hold & have renewed their Green Flag Status
Performance Indicator E5:	Percentage Energy Efficiency Performance
Performance Indicator E6:	Public Lighting

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5. Planning

Performance Indicator P1:	Building Control Inspections
Performance Indicator P2:	No./% of Planning decisions confirmed by An Bord Pleanála
Performance Indicator P3:	Planning Enforcement
Performance Indicator P4:	Cost per Capita
Performance Indicator P5:	Fire Safety Certificate Applications

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6. Fire Services

Performance Indicator F1:	Cost per Capita of the Fire Service
Performance Indicator F2:	Mobilisation Times
Performance Indicator F3:	Attendance times at scenes

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7. Library Service

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 Equivalent (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: Revenue Collection Rates

Performance Indicator M2 (A): 5 year Summary of Collection Levels of 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

Performance Indicator M3: Public Liability Claims

Performance Indicator M4: Overheads

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11. Economic Development

Performance Indicator J1: Job Creation

Performance Indicator J2: Trading Online Vouchers

Performance Indicator J3: No. of Mentoring Recipients

Performance Indicator J4: Tourism Strategy

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