

# **Plean Bliantúil Soláthair Seirbhíse 2023**

## **Annual Service Delivery Plan**



**Comhairle Contae Mhuineacháin**  
**Monaghan County Council**



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## **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 supporting strategies for service delivery. It takes account of, and is consistent with, Budget 2023, which was adopted by the members on 21 November 2022.

The Annual Service Delivery Plan 2023 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 its functional programmes, in particular, the following:

- Monaghan County Council Corporate Plan 2020-2024
- Service Level Agreement with Uisce Éireann /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 2023 Annual Service Delivery Plan.

### Principal Services

The allocations to the different Service Divisions of Monaghan County Council in Budget 2023 are as follows:

Service Division	Funding Approved €
Housing and Building	10,366,079
Road Transport and Safety	23,941,413
Water Services	9,484,319
Development Management	14,490,447
Environmental Services	7,785,540
Recreation & Amenity	6,057,052
Agriculture, Education, Health & Welfare	606,283
Miscellaneous Services	7,277,228
<b>Total Budget</b>	<b>80,008,364</b>

The following pages set out

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

### **Municipal Districts**

Municipal Districts have responsibility for the delivery of a range of services in their local area with a focus on making towns and districts attractive places to live, work and invest.

Each Municipal District is required to prepare a Schedule of Municipal District Works for adoption in the first quarter of each year. The schedule sets out priorities for works, infrastructure provision or activities to local facilities and amenities within their functional division having regard to centrally allocated budgets. Funding is allocated through the General Municipal Allocation and opportunities to develop new projects are available from national government schemes/programmes, EU/Peace/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 PMDS. Under this system, line managers formally meet with their staff 3 times per annum during which individual development plans are prepared, agreed and reviewed. Line managers also have regular section and team meetings to review and monitor performance at section / team level.

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 2021 NOAC Local Authority Performance Indicator report was published in November 2022. In 2021, there were 42 local authority performance indicators. Full details on the Service Indicators are included in Appendix 1.

## Management Structure:



Comhairle Contae Mhulneacháin  
Monaghan County Council

### Senior Management Team



**PATRICIA  
MONAHAN**  
CHIEF EXECUTIVE



**MR JOHN  
MURRAY**

**Director of  
Finance, Housing  
& Culture**

- Housing
- Finance
- Motor Tax
- Libraries
- Arts Office
- Museum



**MR GARETH  
MCMAHON**

**A/Director of  
Transportation,  
Community & Rural  
Development**

- Roads
- Procurement
- Community
- Ukrainian Response
- [Ballybay-Clones MD](#)



**MR CATHAL  
FLYNN**

**Director of Economic  
Development,  
Planning & Capital  
Projects**

- Economic  
Development/LEO
- Planning
- Fire
- Capital Projects
- Corporate Assets



**MS NUALA  
WOODS**

**Director of  
Climate Action,  
Environmental and  
Water Services**

- Water
- Environment
- Climate Change
- Tourism
- Heritage
- [Monaghan MD](#)



**MS CARMEL  
O'HARE**

**A/Director of  
Corporate  
Services &  
Innovation**

- Corporate Services  
including Data protection
- Internal Audit
- IT & Innovation
- Human Resources
- Health & Safety
- [Castleblayney-  
Carrickmacross MD](#)

## 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.

<b>1 TO ENSURE A CLEAN, SAFE AND SUSTAINABLE ENVIRONMENT</b>	Support biodiversity and ensure the sustainable management of water, waste, and all other environmental resources.
<b>2 TO SUPPORT LOCAL DEMOCRACY</b>	Support the Elected Members, Corporate Policy Group, Strategic Policy Committee, Joint Policing Committee, Public Participation Network and all other committees in their leadership and representative role in response to the needs of the Community.
<b>3 TO DELIVER QUALITY &amp; INCLUSIVE CUSTOMER SERVICES</b>	Improve Accessible Services, improve communications and engagement with the public to drive efficiency and effectiveness for our customers.
<b>4 TO SUPPORT OUR LOCAL ECONOMY</b>	Support the Business Community to stimulate growth, encourage start-ups and maximise job creation. Improve prosperity through cross border partnerships i.e. ICBAN and EBR. Deliver on the economic objectives in the Local Economic and Community Plan.
<b>5 TO ENHANCE CULTURE AND CREATIVITY</b>	Strengthen the capacity of the culture and creative sectors within County Monaghan.
<b>6 TO STRENGTHEN OUR COMMUNITIES</b>	Develop, Support and Enhance the quality of life of sustainable, inclusive communities in County Monaghan as envisaged in the Local Economic and Community Plan.
<b>7 TO IMPROVE INFRASTRUCTURE AND PROVIDE ACCESSIBLE SERVICES</b>	Progress key infrastructure projects.



<b>8</b>	<b>TO DELIVER HOUSING AND HOUSING SUPPORTS</b>	Increase the supply of social housing, improve existing housing stock and develop quality amenities to enhance Monaghan as a place to live.
<b>9</b>	<b>TO IMPLEMENT ROBUST BUSINESS AND FINANCIAL MANAGEMENT AND CORPORATE GOVERNANCE</b>	Develop and implement sound financial, management and governance systems to enable organisational and operational efficiency.
<b>10</b>	<b>TO DEVELOP OUR PEOPLE AND ORGANISATION</b>	Ensure Monaghan County Council is an employer of choice, builds our workforce for the future, supports and values managers as people developers.
<b>11</b>	<b>TO ENSURE EFFICIENT AND EFFECTIVE SERVICE DELIVERY THROUGH ADVANCING INFORMATION SYSTEMS AND TECHNOLOGY.</b>	Accelerate the digital delivery of improved and accessible services by promoting a culture of innovation.
<b>12</b>	<b>TO TRANSITION TO A LOW CARBON &amp; CLIMATE RESILIENT SOCIETY</b>	Working in partnership with other key stakeholders to deliver on the adaptation and mitigation actions identified in the Climate Action Plan, Climate Change Adaptation Strategy and Climate Action Charter.

## **Housing**

In the Corporate Plan, Monaghan County Council is committed to seeking to ensure that every household will have access to secure, good quality housing suited to their needs at an affordable price in a sustainable community. The Council's priorities and objectives in this area are outlined below, together with the performance standards to be met. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes and procedures.

<b>High Level Goal</b>	<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
3,6,7,8	Identify the categories of Social Housing need of all communities in County Monaghan and prioritise their needs in capital expenditure programmes.	Deliver on Housing for All objectives through implementation of Housing Delivery Action Plan.  Complete Summary Social Housing Assessments 2023	NOAC Indicator H1: Social Housing Stock
3,7,8	Deliver good quality accessible social housing through planned programmes for construction, acquisition, leasing, maintenance and refurbishment.	Deliver on Housing for all objectives through implementation of Housing Delivery Action Plan.  Prepare, submit and support funding applications for additional social housing to be provided by Monaghan County Council and Approved Housing Bodies.	NOAC Indicator H1: Social Housing Stock  Number of new houses added to Social Housing Stock
7,8	Optimise the use of housing land banks and increase land bank reserves	Prepare plan for lands at Latlorcan to include Croí Conaithe Services Sites Programme.  Purchase suitable zoned land as it become available	Pipeline for delivery on Housing for All targets

7,8	To ensure casual vacancies are re-let in a timely fashion.	Include energy efficiency works in all casual re lets where required	NOAC indicator H2: Housing Vacancies
3,8	Optimise the use of housing stock while at the same time achieving value for money	Ensure communication between technical team and estate management to ensure all completed relets are occupied as quickly as possible	NOAC Indicator H3: Average Re-letting time and direct cost NOAC Indicator H4: Housing Maintenance Direct Cost
6,8	Provide for the housing needs of Vulnerable Groups	Undertake exercise in identifying vulnerable persons on the waiting list and make allocations having regard to targets contained in the Housing and Disability Strategy	% allocation of houses to vulnerable groups in comparison with 20% target Number of new care plans provided by HSE to tenants
6,8	Meet the needs as set out in the Traveller Accommodation Plan	Implement Traveller accommodation Plan.	Meet objectives of Traveller accommodation Plan Annual Traveller Count
6,8	Meet the needs of Homeless in County Monaghan	Implement North East Regional Homeless Action Plan	NOAC Indicator H6: Long-term Homeless Adults National Rough Sleeper Count Housing First Programme
8	Promote home ownership.	Sale of properties under the Tenant Purchase Scheme.  Provide mortgages under Local Authority Home Loan Scheme	Number of tenant purchases completed as per NOAC Indicator H1  Number of and value of mortgages approved.

1,6,8	Co-ordinate a programme of work to bring derelict / vacant properties back into use	Survey all urban areas in County through Vacant Homes officer to identify vacant properties that can be acquired Identify any Unfinished Housing Developments and acquire if necessary	Number of properties funded under Croí Conaithe
8	Provide Private House grants for people with a disability and older people in our communities to meet the priority needs in County Monaghan	Allocate full funding package available under the 3 funding streams in 2023.	% drawdown on Department allocation under housing grants.
8	Promote a high standard of private rented dwellings	Target 350 inspections under private rented inspection programme in 2023	NOAC Indicator H5: Private Rented Sector Inspections

## **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 and procedures.

<b>High Level Goal</b>	<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
7	To plan, develop and progress strategic infrastructural routes	<p>Deliver road infrastructure projects through the planning, design, construction and implementation phases.</p> <p>Develop a list of specific and strategic improvement grant schemes.</p>	<p><i>N2 Ardee to Castleblayney Road Scheme</i>- Progressed to Phase 4 'Statutory Approvals' process.</p> <p><i>N2 Clontibret to the Border Road Scheme</i>- Funding received to recommence design</p> <p><i>Projects at Scope and pre-appraisal stage</i>- Strategic Assessment Reports for three strategic routes identified in the County Development Plan drafted and submitted to Dept.</p> <p>Prioritised list of specific and strategic improvement schemes developed</p>



		<p>PSCI Road Survey and monitoring programme in line with national targets.</p> <p>Implement LIS &amp; CIS Schemes</p> <p>Strategic Schemes:</p> <p>N2-N12 Monaghan Business Park Link Road.</p> <p>Implement Specific Improvement Grant projects on Regional roads.</p> <ul style="list-style-type: none"> <li>• Brackley Bridge</li> <li>• R181- Crossduff to Drumillard</li> <li>• R180/R181 Lough Egish Junction</li> </ul>	<p>NOAC KPI R1:</p> <p>100% PSCI Survey of Regional and Local Secondary Road Network completed.</p> <p>Schemes delivered according to budgetary allocation.</p> <p>Project progressed to next Phase – Preliminary Business Case.</p> <p>Project Complete</p> <p>CPO Commenced</p> <p>Works completed</p>
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		Protect and renew the National Road network in Co Monaghan.	<i>N54 Tullybryan Minor Improvement Scheme- CPO completed</i> <i>N53 Ballynacarry Bridge- design completed tender documents developed.</i> <i>National Road Maintenance Programme delivered</i>
	Ensure effective administration & governance of Roads Programmes	Administer road opening licensing, permits, road closures.  Administer customer service requests efficiently.  Facilitate the administration of projects and budgetary spend.	All applications processed in a timely manner  Customer Service requests recorded and monitored in conjunction with the Municipal Districts.  Funds drawn down on schedule



	Climate Action & Sustainable Travel Measures	Deliver Active Travel schemes and Greenways to promote walking and cycling throughout Monaghan.	Active Travel and Greenway schemes delivered in accordance with the agreed programme of works.
	Maintain & Implement a Severe Weather and Flood Management Strategy	Severe Weather Action Team to meet quarterly or as required	Quarterly Meetings held
	Enhance the safety of the road network	<p>Implement the actions from the County Monaghan Road Safety Plan 2023-2024</p> <p>Agree programme of schemes with DOT and TII that will improve road safety for both motorised and vulnerable road users.</p>	<p>2023 actions delivered</p> <p>Schemes delivered in accordance with the agreed programme of works.</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 Uisce Éireann (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 and procedures.

High Level Goal	Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
1, 3, 7	To fulfil obligations under the current Service Level Agreement, Annual Service Plan and any future Master Co-Operation agreement with Uisce Éireann.	Co-operate with Uisce Éireann to ensure delivery as per the Water Sector Transformation Policy Paper.	Performance achieved on each of the Uisce Éireann Key Performance Indicators within agreed Annual Service Plan.
1, 3, 7	Execute duties as the Supervisory Water Authority for the implementation of the County Monaghan Rural Water Programme.	<p>Maintain a Rural Water department in compliance with Water Services Policy Statement 2018 – 2025.</p> <p>Ensure private supplies are monitored in compliance with the Water Framework Directive.</p> <p>Administer well grant as per S.I. No. 192 of 2020 and DWWTS grants as per S.I. No. 184 of 2020.</p>	<p>NOAC W1: Percentage of Private Drinking Water Supplies in Compliance with the Drinking Water Regulations and W2: % of Registered schemes monitored.</p> <p>Number of inspections of Domestic Wastewater Treatment Systems completed as per EPA National Inspection Plan programme, all applications processed, and grants issued. Period 2022-2026 requiring 197 inspections with minimum 41 inspections per year.</p> <p>Number of Well Grant applications processed, and grants issued.</p>
		Administer funding and supervise projects under the Multi Annual Rural Water Programme 2022 - 2025	Number of schemes completed.

## Planning

In its Corporate Plan, Monaghan County Council is committed to promoting and protecting a clean safe environment which is viable and sustainable. A further corporate objective is to develop and manage County Monaghan's built and natural assets in partnership with other agencies to best utilise and promote economic, social and cultural benefit of our citizens. The Council's priorities and objectives for the Planning Service in these areas, together with the performance standards to be met, for 2020 are outlined below. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

High Level Goal	Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
1, 3, 4, 6	To provide an effective, equitable and consistent planning service.	<p>Provide an effective, equitable and consistent planning service through maintaining high levels of service delivery.</p> <p>Prepare for Office of Planning Regulator Review</p> <p>Operate a fit for purpose public consultation &amp; information service</p>	<p>Weekly pre-planning clinics and twice-weekly public telephone mornings are undertaken</p> <p>One Agents Workshop per year to be undertaken</p>
1, 3, 4, 6	<p>Operate a Development Management System in compliance with legislative and policy requirements.</p> <p>Operate an enforcement system inline with legislative and policy requirements.</p> <p>Implement development contribution scheme within legislative and policy requirements.</p>	<p>Process all planning applications, material contraventions, appeals, declarations, 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>Implement the development contribution scheme.</p>	<p>Applications processed in compliance with legislative and policy framework</p> <p>NOAC P2: Number / Percentage decisions confirmed by An Bord Pleanála</p> <p>Enforcement action taken in compliance with legislative requirements and deadlines.</p> <p>NOAC P3: Percentage of Planning Enforcement cases closed as resolved.</p> <p>All Development Contributions Due are Invoiced</p>



3, 5, 6	Manage and protect the built heritage within the county	<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>Process Section 57 Declarations</p> <p>Complete annual Part IV statistical return</p>	<p>Amendments incorporated into RPS as a variation to the County Development Plan as required in accordance with legislative requirements</p> <p>Applications processed, recommendations referred to Department of Housing, Local Government &amp; Heritage for funding, and funds distributed in accordance with standards and timeframes of the scheme</p> <p>Applications processed, recommendations referred to Department of Housing, Local Government &amp; Heritage for funding, and funds distributed in accordance with standards and timeframes of the scheme</p> <p>Section 57 Declarations to be processed in accordance with legislative requirements and timeframes</p> <p>Return completed in accordance with deadline</p>
1, 6	Reduce the level of dereliction	<p>Manage derelict/vacant sites register for the towns of Monaghan, Carrickmacross, Castleblayney, Clones and Ballybay and all Tier 4 and Tier 5 villages</p> <p>Resolve remaining unfinished housing developments (UHDs) within the County by engaging proactively with all stakeholders</p>	<p>Register updated and added to as deemed necessary in accordance with legislative requirements and timeframes</p> <p>All remaining unfinished housing developments in the County to be resolved</p> <p>Final Maps for RZLT which identify vacant or idle properties in the five towns and ten Tier 4 villages to be produced</p>

## **Economic Development**

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. 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.

<b>High Level Goal</b>	<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
4	Promote entrepreneurship	<p>Encourage business start-ups and develop existing businesses including those sectors with significant export potential</p> <p>Review and update Local Economic Development Plan with Enterprise Ireland to incorporate national, regional and local economic policies and initiatives.</p> <p>Input into economic actions in the Local Economic and Community Plan</p> <p>Implement the LECP</p>	LECP reviewed on a monthly basis
4	Promote economic sustainability and development in County Monaghan	Promotion and marketing of local areas as location for public and private investment in conjunction with IDA and other relevant stakeholders.	Marketing material produced to market County as place to invest.

4	Promote the Local Enterprise Office as a 'One Stop Shop'.	<p>Provide access to a range of appropriate funding, LEO grants, LEADER Funding and Microfinance Ireland.</p> <p>Increase the level of innovation within micro and small businesses.</p> <p>Leverage the LEO website and social media platforms to promote LEO as the first step to getting your business started or expanding.</p> <p>Work closely with key stakeholders e.g., CMETB, DkIT and Enterprise Ireland to identify and exploit opportunities to start a business and grow.</p>	<p>No of businesses assisted with grant applications 25 NOAC J1 No. of jobs created</p> <p>Green to be promoted and delivered for Micro Programme.</p> <p>Suite of seminars to build awareness of sustainability measures to be developed.</p> <p>Agile and R&amp;D supports to be promoted for businesses and businesses to be signposted to Enterprise Ireland Innovation Vouchers</p> <p>Deliver the Lean for Micro Programme</p> <p>Promote and Deliver Export capability programme</p> <p>Financial support through TAME grants to be provided</p> <p>NOAC J3 No. of mentoring assignments 130</p> <p>NOAC J2 No. of Trading Online Vouchers 30</p>
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4	Lead and Manage Entrepreneurship Support Services.	<p>Explore with partners the establishment of business clusters as per the Action Plan for Jobs</p> <p>Deliver Monaghan Women In Business Programme (MWIB)</p> <p>Promote Entrepreneurship within Second Level Schools</p> <p>Celebrate entrepreneurship in County</p>	<p>Steering Group meetings of Engineering and Agri-Food clusters to be attended.</p> <p>Support provided to existing Irish Woodwork network</p> <p>Delivery of 6 high quality MWIB Networking events.</p> <p>Delivery of Student Enterprise Awards. Successful business nominated to represent LEO at National Enterprise Awards.</p>
4	Local Economic Development Services	<p>Develop partnerships with relevant agencies North and South to support development within the county.</p> <p>Identify and develop projects &amp; programmes including leveraging resources to implement programmes from core and non-core funding.</p> <p>Liaise with Monaghan County Council Planning Section and Enterprising Monaghan in the provision of industrial land for new and expanding businesses.</p>	<p>MCC to be represented on regional committees, including North East Regional Skills Forum, North East Regional Enterprise Plan, Digital Hub Steering group etc.</p> <p>Applications submitted</p> <p>New industrial and office space in the County to be provided.</p>



## **Tourism**

In its Corporate Plan, Monaghan County Council committed to delivering on its tourism strategy in partnership with stakeholders. The Council also has a leading role in supporting the local community sector in developing local initiatives. The following priorities/objectives and performance standards are relevant to these commitments. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

<b>High Level Goal</b>	<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
1, 4,5	To develop a sustainable tourism industry in the county which will lead to an increase in visitor numbers and visitor revenue.	<p>Continue the work outlined in the Tourism Strategy Document 2017 - 2022</p> <p>Develop the Tourism Strategy Document 2023 - 2028</p> <p>Work with Failte Ireland to deliver actions highlighted in the Monaghan Destination &amp; Experience Development Plan (Monaghan DEDP)</p> <p>Work with Coillte on the Recreational Facilities within their property portfolios – E.g., Rossmore, Sliabh Beagh, Black Island, Lough Muckno, Dartrey Forest</p>	<p>NOAC J4 - A - New Tourism Strategy Developed</p> <p>NOAC J4 – B - Provision of Designated Tourism Officer</p> <p>NOAC J5 – Tourism Spend Recorded as follows:</p> <ul style="list-style-type: none"> <li>• DO501 – Tourism Promotion</li> <li>• DO502 – Tourist Facility Operations</li> <li>• DO599 – Service Support Costs</li> </ul>

**Community Development** In its Corporate Plan, Monaghan County Council is committed to ensuring that everyone in our community has an opportunity to become actively engaged in shaping the future development of the County. Monaghan County Council is committed to leading the promotion and support of Social Inclusion and access to services through the review, development and implementation of its strategies. The Council's priorities and objectives in the area of Community Development are outlined below, together with the performance standards to be met. Monaghan County Council committed to lead the promotion and support of social inclusion through the review, development and implementation of strategies, policies and practice that promote, equality, protect human rights and eliminate discrimination for all services users and staff of the organisation in line with National Government Policy. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

High Level Goal	Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
3, 6,12	Support and facilitate the work of the Local Community Development Committee (LCDC) in partnership with Statutory and Non-Statutory Agencies.	LCDC to deliver and implement Social and Economic Development through the Local Economic and Community Plan (LECP),  Social Inclusion and Community Activation Programme (SICAP) to be delivered.  LEADER 2023-2027 Programme commenced	2023 – 2027 LECP Developed. 2023 actions delivered.  SICAP programme delivered.  Local Development Strategy developed and approved by the Dept.
6	Cater for the needs of Beneficiaries of Temporary Protection.	Manage the Ukrainian Refugee Response in Monaghan in accordance with government policy and guidelines.	Offer a home scheme administered.  Quarterly Community Response Forum Meetings held.

4, 5, 6, 7	Participate in community-focused cross-border and EU programmes with a view to enhancing community infrastructure, capacity and activity.	Implement the PEACEPLUS programme.  Ensure delivery of cross community engagement programme from the newly constructed Peace Campus to meet the SEUPB letter of offer requirements.	Peaceplus Action Plan developed.  Programme of activity developed.
3, 6, 7	To promote equality and inclusion for all service users by developing cross departmental actions and policies	Public Sector Duty Plan to be updated.  Implement the MCC Age Friendly Strategy 2020 - 2024 Operate the LCDC Equality Subgroup	Plan updated and 2023 actions delivered  2023 actions from the Strategy implemented.  Quarterly meetings held.
3, 6, 12	Support the Public Participation Network (PPN) in realising its role and function	Implement the PPN Strategic Plan 2022 - 2025	2023 actions from the Strategic Plan implemented.  NOAC Y2: Groups associated with the PPN
3, 6, 12	Work to strengthen local community groups by supporting the Local Community Sector in developing local initiatives.	Manage and implement range of DRCD & other community-focused funding programmes:  <ul style="list-style-type: none"> <li>- Community Enhancement Programme</li> <li>- Community Activities Fund</li> <li>- Community Support Fund</li> <li>- CLÁR</li> <li>- Town &amp; Village Renewal Scheme</li> <li>- Outdoor Recreation Infrastructure Scheme</li> </ul> Support Communities to develop their plans, projects, Networks and localities.	Community Funding programmes delivered.          4 Community Plans completed

4,6,8	Provide quality play and recreation amenities and opportunities.	Develop a County Play & Recreation Strategy  Support the MD's & Housing to identify areas in need of playgrounds and upgrade works	Strategy published  2 playgrounds upgraded in 2023.  2 new designs on file for community playgrounds.
5, 6	Enhance the quality of life of our communities through greater participation in sport.	Implement Monaghan Sports Partnership Strategic Plan 2019-2023	2023 actions delivered.
6	Contribute positively to the health and wellbeing of our communities.	Develop the Healthy Monaghan Strategy 2023 - 2025	Strategy developed and 2023 Activity Plan Actions implemented.
3, 5, 6	Positively contributes to migrant integration.	Implement actions from Migrant Integration Strategy 2020-23.	2023 actions from the Migrant Integration Strategy implemented.
2, 6	Enhance participation of young people within society.	Implement Comhairle na nÓg 2023 Action Plan	Action Plan implemented 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.

High Level Goal	Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
1, 12	Enhance the water quality for both surface and groundwaters in the County.	Environmental Services to develop a water quality enforcement and water inspection program for inclusion in the 2023 RMCEI annual work plan in line with the national 2023 water priorities and with the objectives of the Third Cycle River Basin Management Plan 2022-2027	RMCEI Plan evaluated via the EPA RMCEI Performance Framework Assessment  2023 WFD sampling program delivered as agreed with the EPA  NOAC – E2: Environmental Pollution Cases
1, 7, 12	Ensure all waste is managed environmentally and sustainably.	Environmental Services to develop a waste enforcement and waste inspection program for inclusion in the 2023 RMCEI annual work plan in line with the national 2023 waste enforcement priorities.	RMCEI Plan evaluated via the EPA RMCEI Performance Framework Assessment  NOAC – E1: Households availing of a 3-Bin Service
		Landfill team to ensure the Closed landfill facility at Scotch Corner continues to operate in a compliant and sustainable manner.  Environmental Services to continue to progress the regularisation of the network of historical landfill sites that were previously operated by Monaghan County Council during the period from 1977 to 1996.  EPA authorisation to be sought for historic landfills previously operated by Monaghan County Council.	NOAC – E2: Environmental Pollution Cases  Landfill monitoring and reporting completed in compliance with our EPA licence.

1, 7	Continue to increase the growth rate of waste diverted for reuse in line with the Circular Economy principles.	Environmental Services to ensure that the network of bring centres in the county and the 2 recycling centres at Scotch Corner and Carrickmacross are maintained and operate in line with contractual obligations and Waste Management Legislation.	All facilities have operated in compliance with their waste permitting requirements and operate within the terms of existing contracts.
1, 3, 7, 12	Enhance environmental awareness across the community	Environmental Services to develop a variety of awareness projects by securing funding from the following programs: <ul style="list-style-type: none"> <li>• LAPN</li> <li>• Anti-Dumping Initiative</li> <li>• Anti-Litter &amp; Anti-Graffiti</li> <li>• Community Environmental Action Fund</li> </ul>	NOAC E4: % of schools that have been awarded green flag status.
1, 3, 12	Ensure public areas are maintained litter free.	Continue progressing the implementation of the Litter Management Plan 2022-2023	NOAC E3: % of LA areas within the 5 levels of litter pollution.  NOAC – E2: Environmental Pollution Cases
1, 12	Ensure the air quality in County Monaghan is clean and healthy	Environmental Services to develop an air enforcement and inspection program for inclusion in the 2023 RMCEI annual work plan in line with the national 2023 air enforcement priorities	Air Quality monitoring carried out as per RMCEI Plan

1, 3	<p>To protect public health by ensuring food safety compliance in food businesses under Monaghan County Council supervision.</p> <p>Ensure public safety from uncontrolled animals and protect health and welfare of animals in establishments under supervision of Monaghan County Council.</p>	<p>Ensure all animals are slaughtered and all food is produced in accordance with the EU (Food and Feed Hygiene) Regulations, 2002 in food businesses under Council supervision through regular inspections, audits and sampling, education and advice to food businesses and, where necessary, enforcement.</p> <p>Ensure compliance with the Control of Dogs Act, 1986 – 2013, the Control of Horses Act, 1996, the Dog Breeding Establishments Act, 2010, the Animals Act, 1985 and the EU (Protection of Animals at the Time of Killing) Regulations 2013 through inspections and investigations, the provision of a dedicated dog warden service, and access to dog and horse pound facilities.</p>	<p>Monthly updates to the Food Safety Authority of Ireland's Official Agency Premises Inspections database completed.</p> <p>Samples submitted in accordance with the Department of Agriculture's National Residue Control Plan.</p> <p>Enforcement Notices issued to Food Businesses</p> <p>Annual Dog Control return to Department of Rural and Community Development completed.</p> <p>Annual Control of Horses return to the Department of Agriculture completed.</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.

High Level Goal	Service Objectives / Priorities	Service Delivery Strategy	Performance Standards
1, 3, 7, 12	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 and Local Authority Climate Action Charter	Progress further the delivery of prioritised actions in the Monaghan County Council Climate Change Adaptation Strategy 2019-2024 to Climate Action Regional Office (CARO)	Annual progress report return completed and evaluated by CARO
		Progress the development of the new Local Authority Climate Action Plan in conjunction with the Climate Action Regional Office	Annual M&R return completed. Dedicated Climate Action team established Pre-draft Consultation of Climate Action Plan completed



## 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.

High Level Goal	Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
3, 6	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.	<ul style="list-style-type: none"> <li>• Adoption and Implementation of Emergency Operational Plan 2023-2027</li> <li>• Fire Service Capacity Review (2020).</li> <li>• Implement recommendations of Task force on Fire Safety in Ireland.</li> <li>• Fire Service Capital Programme 2021-2025.</li> <li>• Implement MFCP Fleet Policy.</li> <li>• Review station, equipment and training facilities.</li> </ul>	<p><b>Fire Operations:</b> Emergency Operational Plan reviewed and adopted in 2023, and key objectives implemented to include:</p> <ul style="list-style-type: none"> <li>• NOAC F2: Service Mobilisation</li> <li>• NOAC F3: Percentage of time in attendances at scenes.</li> <li>• CTri (Command &amp; Control) mobilisation and communication systems to be reviewed and implemented.</li> <li>• Recruitment and retention programme to be implemented as per NDFEM guidance.</li> <li>• Completion of 2023 training &amp; fleet maintenance plan</li> <li>• MoU with NIFRS for Road Traffic Accidents to be maintained</li> <li>• New PPE Policy to be implemented.</li> </ul> <p>Implementation of a 'Risk Based' approach to ensuring the nearest available response to all incidents. Wildland Fire Response plan to be implemented for Sliabh Beagh and for all wildland fire incidents. Construction for new Fire Station in Ballybay to be tendered for and project progression to be overseen.</p> <p><b>Fleet:</b></p> <ul style="list-style-type: none"> <li>• Funding for new Fire Appliance to be obtained and Build of New Fire Appliance to be commenced.</li> <li>• 1 No. ET to be delivered</li> </ul> <p><b>Preventative Maintenance:</b> Programme/System adopted and implemented for vehicles, equipment and communication system maintenance (asset management)</p>

1,3,6	<p>To provide a healthy and safe working environment.</p> <p>Provide accessible community support.</p> <p>Develop response to Major Emergencies.</p>	<ul style="list-style-type: none"> <li>• Implementation of Emergency Operational Plan 2023-2027</li> <li>• Delivery of Building Control Regulations and Reform Agenda</li> <li>• Implementation of Civil Defence 'Toward 2030' and Monaghan Civil Defence 3 year Strategy.</li> <li>• Implementation of MEM Framework</li> <li>• Implement Road Safety Action Plan</li> </ul>	<p><b>H&amp;S:</b> IOS 45001 accreditation to be retained and fire-fighter Health &amp;wellness programme to be implemented. A new Facilities Management System to be developed and adopted.</p> <p><b>Building Control:</b> Consultation and Inspection rate to include:</p> <ul style="list-style-type: none"> <li>• NOAC P4: No. of inspections as per BC Inspection plan)</li> <li>• NOAC P5: Applications for Fire Safety Certificates</li> <li>• No. of warning and enforcement interventions</li> <li>• Implementation of mobile inspection app to Fire &amp; BC officers.</li> <li>• No. of pre-consultation meetings, and 1No. Workshop/Webinar.</li> <li>• 3 No. of Construction Products Regulations inspections</li> </ul> <p><b>Fire Safety:</b></p> <ul style="list-style-type: none"> <li>• No. of Inspection and enforcement interventions</li> <li>• Community Fire Safety Policy adopted and implemented, % Primary Schools visits. % No. Fire Safety talks, No. media messages, and No. of safety management events.</li> <li>• 10 No. inspections of filling stations in-line with RMCEI and processing of Dangerous Substance Licence and Vapour Recovery applications.</li> <li>• Completion of Pre-Fire Planning 2023 programme</li> </ul> <p><b>Civil Defence:</b></p> <ul style="list-style-type: none"> <li>• No. of transportation interventions to assist primary response agencies.</li> <li>• Development of CD HQ as county and regional support training center.</li> <li>• Recruitment and retention of CD volunteers to be reviewed</li> <li>• No. of national (6No.), regional (12No.) &amp; Local (50 No.) training and exercises completed.</li> <li>• Number of community events and duties completed (60-80 No.)</li> </ul> <p><b>Road Safety:</b> Road Safety Working Group and implementation of actions plan(EDU 26 &amp; 27) to be supported.</p> <p><b>Major Emergency Management:</b></p> <ul style="list-style-type: none"> <li>• MCC MEM plan to be reviewed, maintained and updated and, MEM training &amp; exercises to be prepared and delivered.</li> </ul>
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## **Culture**

The Library, Museum, Heritage and Arts services of Monaghan County Council play a key role in the Council's commitment to promote economic, social and cultural benefit of our citizens. The main priorities and objectives for these services are outlined below, together with the performance standards to be met. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

## **Library**

<b>High Level Goal</b>	<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
3, 5, 6, 11	Maximise opportunities for engagement in culture and creativity, to nurture our creative talent, whilst embedding the individual, social and economic benefits.	Deliver on the objectives set out in the new Culture and Creativity Strategy 2023 - 2027	Deliver on objectives set out in the Culture and Creativity Strategy 2023 - 2027
3, 5, 6	Provide a library service which through its activities and engagement, connects, empowers and nurtures the development and well-being of all residents of the county.	Deliver on the objectives set out in the new County Library Development Plan 2023 – 2027	NOAC L1A: Number of library visits per head of population  NOAC L1B: Number of items issued to customers  NOAC L1C: Library active members per head of population.  NOAC L1D: Number of registered members of the library in the year  Objectives delivered

## Arts

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

High Level Goal	Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
5	<p>Value and Support artists and extend the range of opportunities for artists to develop their practice.</p> <p>Increase opportunities for children and young people to create, access and participate in art.</p> <p>Invest in the professional development of venues, festivals and organisations providing high quality arts experiences</p>	Implementation of the Monaghan County Arts Development Plan	<p>Deliver on objectives set out in the Arts Development plan</p>
<b>Museum</b>			
3, 5, 6, 7, 11, 12	<p>Provide a museum of international quality and standing focusing on the new plan and exhibition (Bordering Realities) in the new Peace Campus facility.</p>	Implement the plan for the new museum at the Peace Campus.	<p>New exhibition approved and underway</p> <p>Number of visitors to new museum</p>

## Heritage

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

High Level Goal	Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
1,3, 5, 6,12	Accelerate and intensify our efforts to improve awareness and halt biodiversity loss in the county	Implement the Monaghan Biodiversity and Heritage Strategic Plan 2020-2025  Coordinate and work in partnership with County Monaghan Heritage Forum.	Annual reporting to the Heritage Council.
	Lead by example, demonstrating good custodianship of local authority-owned heritage including maintaining appropriate use, sensitive re-use and adequate repair of heritage buildings and effective management of biodiversity.  Support multi-stakeholder partnerships for heritage promotion and conservation.	Promote National Biodiversity Action Plan and National Heritage Plan objectives.  Co-ordinate Monaghan Heritage Week & support other key awareness initiatives.  Coordinate DHLGH Community Monuments Fund for County Monaghan  Deliver capital heritage projects through HSF and other streams.  Support delivery of All-Ireland Pollinator Plan.	Project reporting to National Parks and Wildlife Service.  Annual report to the National Biodiversity Data Centre. Reporting to National Monuments Service.
3, 5, 6	Foster creative skills and wellbeing in all communities.	As part of Culture Team execute the new Culture & Creativity Strategy Monaghan. Deliver projects that meet objectives of strategy and thematic priorities for heritage and biodiversity.	Creative Ireland targets.
1,3, 5, 6,12	Through biodiversity and heritage considerations, and as part of climate action team, deliver climate solutions for County.	Promote nature-based solutions, including peatlands and native woodland restoration. Implement Monaghan Wetlands Action Plan. Consider risks to cultural heritage and implement adaptation approaches.	Reports to National Parks and Wildlife.

## **Capital Projects Department**

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 Capital Projects Department 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.

<b>High-Level Goal</b>	<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
7, 12	<p>Develop and manage County Monaghan's built assets to best utilise and promote economic, social and cultural benefits</p> <p>Develop Capital Projects in line with the strategic objectives of the Council to provide high-quality facilities for all users</p> <p>Application of Monaghan County Council Accessible procurement strategy to all capital project</p>	<ul style="list-style-type: none"> <li>• Prepare an Annual three-year Capital Programme.</li> <li>• Project Governance policies in place for Capital Projects</li> <li>• Actively Project-Manage Capital projects to ensure high-quality outcomes</li> <li>• Identify sustainable uses for Council owned derelict properties and progress towards redevelopment</li> <li>• Ensure a project pipeline of Capital Projects</li> <li>• Work with Procurement Team in delivering Capital Projects</li> </ul>	<ul style="list-style-type: none"> <li>• Effective cost controls, time management, and risk mitigations are to be in place and are to be continuously monitored and reviewed.</li> <li>• Monaghan County Council's 3 Year Capital Programme to be delivered.</li> </ul>

7, 9	Coordinate the management of the Council's property portfolio & ensure modern facilities for the delivery of services	<ul style="list-style-type: none"> <li>• Maintain and update a detailed I.T. based Property Portfolio</li> <li>• Work closely with the National Asset Management Group</li> <li>• Implement the recommendations of the L.G. A.S. VFM report No. 30</li> <li>• Property Asset Management</li> <li>• Optimise the use of all active properties</li> <li>• Ensure office facilities in place for the effective delivery of Council Services</li> <li>• Oversee the management and operation of Monaghan Leisure Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Property Interest Register to be maintained to ensure a comprehensive inventory of property currently owned by M.C.C.</li> <li>• The ownership of title for unregistered properties is to be progressed and updated.</li> <li>• MCC assets in the National database are to be maintained and kept up to date.</li> <li>• Disposals of Assets are to be processed in line with Section 183 of L.G. Act.</li> <li>• Acquisition &amp; Disposals to be recorded on the PIR system</li> </ul>
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## **Support Services**

The delivery of the front-line services to the public is underpinned and supported by the services provided internally by the Corporate, Health & Safety, Finance, Human Resources and Information Systems departments of the Council. A summary of the priorities, strategies and performance standards of each of these support sections is set out below:

## **Corporate Services**

<b>High Level Goal</b>	<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
<b>2</b>	<p>Support democracy</p> <p>Ensure 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>	<p>Provide support and assistance to the Elected Members and provide effective administration and support for meetings of the Council and Committees.</p> <p>Manage the Rolling Register of Electors.</p> <p>Organise Local Elections and Election Count</p> <p>Promote and deliver accessible information on voter participation.</p> <p>Begin preparations for 2024 Local Elections</p> <p>Fulfil the organisation's responsibilities under the Ethics Framework</p> <p>Support Governance through effective audit process</p> <p>Prepare Reports, Plans and Returns in compliance with statutory requirements.</p> <p>Maintain and monitor the Corporate Risk Register</p>	<p>Number of voters on the Register.</p> <p>Ethics Register in place by statutory deadline of 28/02/2023.</p> <p>2023 Audit Committee work plan delivered.</p> <p>2023 Internal Audit Plan delivered.</p> <p>Annual Service Delivery Plan adopted by 31 March 2023.</p> <p>Annual Report 2022 adopted by April 2023.</p> <p>Monthly Management Reports submitted to Council and Oireachtas members.</p> <p>NOAC Returns submitted by specified date.</p> <p>Risk register reviewed quarterly.</p>



3	<p>Deliver quality inclusive services to our customers that reflects the diversity of our communities.</p> <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.</p> <p>To ensure compliance with legislative and statutory obligations in service delivery.</p>	<p>Review and update Monaghan County Council CustomerCare Charter</p> <p>Deliver Scéim na Gaeilge / Irish Language Scheme 2020 – 2023</p> <p>Respond to Freedom of Information (FOI) requests, Access to Information on the environment (AIE) requests, Data subject access requests (SARs), Ombudsman complaints and Protected disclosures in line with statutory requirements.</p> <p>Develop policies, protocols and procedures and raise staff awareness to ensure compliance with General Data Protection Regulation (GDPR), Data Protection Act 2018 and Data Sharing and Governance Act 2019</p> <p>Ensure compliance with Official Languages (Amendment) Act 2021 / facilitate the use of the Irish Language across the organisation</p> <p>Ensure compliance with Children First Act 2015</p> <p>Develop and deliver a Communications Strategy for Monaghan County Council</p>	<p>Information provided within the relevant statutory timeframes.</p> <p>Number of data breaches reportable to DPC</p> <p>20% advertising in Irish Language 5% of monies spent on advertising is through Irish language media</p>
	<p>Improve accessible services, improve communications and engagement with the public to drive efficiency and effectiveness for our customers.</p>	<p>Enable access to online services and maintain current and relevant information on Monaghan County Council services, news and events through the provision of a modern website (<a href="http://www.monaghan.ie">www.monaghan.ie</a>) that meets accessibility and Irish language requirements.</p> <p>Coordinate communications with the public and maintain a strong presence on Monaghan County Councils' social media platforms.</p>	<p>NOAC C3: LA Website &amp; Social Media Usage – A</p> <p>NOAC C3: LA Website &amp; Social Media Usage - B</p>

## Health & Safety Unit

High Level Goal	Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
10	Manage and implement the Health and Safety Management System (HSMS) to ensure the safety, health and welfare of employees and others that could be affected by Monaghan County Council's operations by being compliant with legislation, codes of practice and best practice.	<p>Provide a suitable Health and Safety Management System (HSMS) that achieves the requirements of ISO 45001.</p> <p>Provide support, assistance, advice, information and training as appropriate to employees to ensure the safety health and welfare of employees.</p> <p>Develop and implement an audit, inspection, investigation and review process.</p>	<p>Building and Yard H&amp;S Assessments in place. H&amp;S Unit Risk Register reviewed quarterly. 2023 Health and Safety Unit Operational Plan in place.</p> <p>Management Team Monthly Reports prepared. Safety Committee in place and operational. Two Safety Link Newsletters published. Regular Safety Briefings issued to employees. Participation in European H&amp;S Week 2023.</p> <p>Register of Incidents maintained. Planned Health &amp; Safety audits completed. Register of MCC Defibrillators maintained.</p>

<b>Finance</b>			
<b>High Level Goal</b>	<b>Service Objectives/Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standards</b>
9	Monitor and strive to continuously improve Financial Management.	<p>Prepare budget for 2024 for review and adoption by Members (S102/ S103 LGA2001)</p> <p>Complete and submit Annual Financial Statements for 2022 by 31<sup>st</sup> March 2023 (S105/ S108 LGA2001)</p> <p>Quarterly/ Monthly Departmental/ Revenue reports submitted accurately on time</p>	<p>Budget adopted by Members within legislative timeframes.</p> <p>AFS submitted within legislative timeframes. No audit adjustments. NOAC M1 – cumulative surplus.</p> <p>Submitted within required timelines. No taxation penalties/ interest payable.</p>
3, 9	Maximise income from major revenue sources	<p>Monitor/ improve Rates collection %Indicator</p> <p>Monitor/ improve Rent collection %</p> <p>Monitor/ improve Loan collection %</p> <p>Oversee the recoupment of all capital and revenue grants</p>	<p>NOAC - % collection of Rates (NOAC M2)</p> <p>NOAC - % collection of Rent (NOAC M2)</p> <p>NOAC - % collection of Loan (NOAC M2)</p> <p>All relevant grants are recouped</p>
9	Ensure adequate levels of insurance cover, reduce insurance risk and administer claims effectively and efficiently	<p>Liaise with IPB and consider all recommendations</p> <p>Monitor cost of claims</p>	Total cost of claims settled (NOAC M3)
9	Continuously review and improve Financial Administration function	<p>Ensure that Suppliers are paid promptly and accurately</p> <p>Review and improve internal controls and increase quantity of monthly/quarterly reconciliations within Finance</p> <p>Streamline bank transactions and invoicing</p>	<p>No Penalties/ interest payable for prompt payments</p> <p>LGA conducts more controls audits and fewer substantive tests during annual audit</p> <p>All relevant income is invoiced and collected on a timely basis</p>

**Human Resources** In its Corporate Plan, Monaghan County Council committed to ensuring that there is an appropriately resourced, skilled and motivated workforce to meet the priorities and objectives of the organisation. The HR section has the lead role in delivering on the Council's commitments in this area. The 2023 service delivery plan for HR is set out below. Objectives will be delivered in compliance with Monaghan County Council's adopted governance processes & procedures.

High Level Goal	Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
10	<p>Develop a Workforce that meets business needs</p> <p>Be an employer of Choice.</p>	<p>Deliver efficient and effective recruitment</p> <p>Carry out continuous Workforce Planning for the organisation.</p> <p>Manage HR, Payroll and Superannuation services through effective use of Access PeopleXD system and in collaboration with Laois Shared Services Office.</p> <p>Raise public awareness of the diverse, impactful, and valuable work of MCC, and the career development opportunities that exist to attract job applicants with a range of skills and competencies.</p>	<p>NOAC Indicator: C1 Total Number of Whole Time Equivalent Staff (WTE). Average number of days taken to fill posts (from approval of business case/sanction received date to staff start date).</p> <p>Quarterly and annual Returns completed by specified dates.</p> <p>Payroll and pensions calculated accurately and paid on time.</p> <p>Average number of applications received per competition.</p>



	<p>Promote positive employee relations and engagement.</p>	<p>Communicate HR information throughout the organisation as appropriate.</p>	<p>HR contribution for management reports submitted monthly. Participation in bi-monthly Senior Staff Forum. HR contribution to MCC Staff Newsletter prepared quarterly. Number of HR posts on REACH Employee Engagement App Average number of REACH post views</p>
	<p>Create a fair, supportive and healthy working environment.</p>	<p>Implement a modern performance management development system that supports formal and informal meetings with staff and their line managers to agree and support delivery of objectives.</p> <p>Facilitate the development of an industrial relations climate that provides a mechanism for management of change, managing performance and resolving issues under dispute in accordance with the relevant dispute resolution mechanisms.</p> <p>Provide a supportive environment to staff members to facilitate staff welfare and access to supports.</p> <p>Promote and support a culture of dignity, respect, diversity and equality</p> <p>Create a safe and healthy work environment and continuously monitor and apply the programme of sick leave management.</p>	<p>ePMDS Application rolled out and training provided.</p> <p>Forum established and regular meeting schedule agreed.</p> <p>Employee Assistance Programme usage level.</p> <p>Policies and Procedures implemented, and relevant training provided.</p> <p>NOAC C2: working days lost to sickness</p>

## Information Systems and Innovation

In its Corporate Plan, Monaghan County Council has committed to delivering an efficient, effective and accessible service through advancing information systems and technology and promoting a culture of innovation. The Information Systems and Innovation department has the lead role in delivering on the Council's commitments in this area. The 2023 service delivery plan for this department is set out below:

High Level Goal	Service Objectives/Priorities	Service Delivery Strategy	Performance Standards
11	Provide a modern, secure, green, and accessible ICT infrastructure to enable efficient and reliable service delivery.	<p>Implement, support and maintain secure hybrid cloud infrastructure solution and services.</p> <p>Ensure systems are adequately supported and maintained through service level agreements with third party service providers.</p> <p>Procure IT software and equipment in accordance with Monaghan County Council procurement procedures</p> <p>Ensure effective management of all IT inventory.</p>	<p>Compliance with public sector cybersecurity baseline standards.</p> <p>Monthly service level review meetings held with third parties.</p> <p>NOAC C4: - Overall cost of ICT provision per WTE. NOAC C5: - Overall cost of ICT as a proportion of revenue expenditure.</p> <p>Complete Inventory Register Maintained</p>

	<p>Lead innovation, and develop and support initiatives through collaboration at local, regional, national and EU level.</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>Implement and maintain high quality GIS system.</p> <p>Implement Open Data Portal for the publishing of open data.</p>	<p>Deliver Monaghan County Council Innovation Strategy 2022 – 2025.</p> <p>Continue to lead the delivery of MyCoCo online portal for local authority services in collaboration with other local authorities, LGMA and DHLGH.</p> <p>Collaborate with other local authorities to digitalise internal processes that can be shared across the sector.</p> <p>Ensure applications and systems are running supported versions.</p> <p>Maximise value from systems via optimum use of all features and functionality.</p> <p>Support effective decision making through geographic representation of data sets and data layering.</p> <p>Implement online portal and publish and maintain open data sets to comply with the Open Data and Inspire Directives.</p>	<p>Number of Staff trained on the fundamentals of Innovation. Number of innovation challenges carried out. Average Staff participation in challenges.</p> <p>Number of Services implemented on MyCoCo. Number of Citizens/Businesses using MyCoCo. Number of LAs using MyCoCo.</p> <p>Number of internal processes digitalised via Build to Share initiatives.</p> <p>Number of unsupported systems in operation.</p> <p>New GIS Platform implemented, and data sets migrated.</p> <p>Number of datasets published online.</p>
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	<p>Provide broadband, wi-fi facilities and online services to staff, libraries, and the community.</p>	<p>Facilitate delivery of National Broadband Plan (NBP) for County Monaghan.</p> <p>Deliver County Monaghan Digital Strategy 2020 – 2025 in collaboration with the County Monaghan Digital Steering Committee.</p> <p>Complete delivery of broadband to all Broadband Connection Points (BCPs) and transition these to fibre as and when available.</p> <p>Implement Digital programmes through the BCP network.</p> <p>Maintain WIFI4EU Network</p> <p>Implement Open Library.</p> <p>Facilitate mobile working and blended working through provision and support of mobile devices and remote working services.</p> <p>Manage the IT Service desk. Conduct quarterly reviews of top recurring issues and take preventative measures where necessary.</p>	<p>Percentage of premises passed under NBP.</p> <p>Broadband Services live in 16 Broadband Connection Points (BCPs).</p> <p>Wifi4EU network live in 36 community and public sites.</p> <p>Open Library implemented in 4 library branches.</p> <p>Number of staff supported for blended working. Number of mobile devices supported.</p> <p>Number of calls closed per month. Average time taken to resolve issues.</p>
	<p>Implement and promote remote working technologies including mobile devices and apps, virtual teams, conferencing facilities.</p> <p>Provide high quality technical support to all our customers.</p>		

## Appendix

### 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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### 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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### 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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### 1. Waste and Environment

Performance Indicator E1:	Households with access to a 3 Bin Service
Performance Indicator E2:	% Environmental pollution complaints closed
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
Performance Indicator E7:	Climate Change
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### **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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### **Fire Service**

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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### **Library Service**

Performance Indicator L1:	Library visits & issues
Performance Indicator L2:	Cost of operating a Library service
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## **Youth/Community**

Performance Indicator Y1: Participation in Comhairle na nÓg scheme

Performance Indicator Y2: Groups associated with the PPN

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## **Corporate – HR and ICT**

Performance Indicator C1: Wholetime Equivalents (WTE)

Performance Indicator C2: Sick Leave

Performance Indicator C3: Website and Social Media

Performance Indicator C4: Overall cost of ICT provision per WTE

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

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## **10. Finance**

Performance Indicator M1: Revenue Account Balance

Performance Indicator M2: Revenue Collection Rates

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

Performance Indicator M2 (B): 5year Summary of Collection of Rent & Annuities

Performance Indicator M2 (C): 5year Summary of Collection of Housing Loans

Performance Indicator M3: Public Liability Claims

Performance Indicator M4: Overheads

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## **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
Performance Indicator J5:	Economic Development investment