

Roscommon County Council Corporate Plan 2009 – 2014



Comhairle Contae Ros Comáin Plean Corparáide 2009 – 2014

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Mission Statement

To make Roscommon a vibrant place with an increasingly enhanced quality of life, sustained through employment generation, a high quality infrastructure, a strong entrepreneurial spirit and by providing quality accessible services in a sustainable manner in partnership with the community.

2. Profile of County Roscommon

Physical Characteristics of Co Roscommon

Roscommon is an inland county in the province of Connaught covering an area of 2,549 sq. kilometres. The County is bordered along the east and west by the River Shannon and the River Suck respectively which meet to the south of the county. The River Shannon is the main waterway that flows through the county. Lough Key Forest Park is an important tourist and ecological habitat in the county. Most of the County is flat with the main elevated lands located in the northern fringe of the county. The land of County Roscommon is largely underlain by limestone and forms part of the central plain of Ireland. Up to 73% of the public drinking water supply is from groundwater.

The built heritage in County Roscommon consists of a range of areas of special interest including grand buildings such as Stokestown Park House, Clonalis in Castlerea, House, King House in Boyle, and cathedrals such as St. Nathy's in Ballaghaderreen. Roscommon has 557 buildings on the record protected structures (RPS) and there are over 4,400 recorded monuments in the County.

Roscommon is located two hours from Dublin and Shannon Airports and one hour from Galway, Sligo and Ireland West Airports. The county is positioned immediately adjacent to the Midlands Gateway of Athlone, Mullingar and Tullamore and Hub Town of Cavan to the east, the Galway Gateway and Hub Towns of Tuam, Castebar and Ballina to the west and Sligo in the Northwest. The County Towns of Carrick-on-Shannon, Longford and Ballinasloe are also adjacent.

Roscommon has built a strong agriculture and primary food processing industry. Strong manufacturing industries also exist in the county and there are plans for the expansion and clustering of biopharma industries here. The transport, communication, energy and environmental infrastructure have been significantly developed recently making Roscommon a very attractive location for business and industry with Athlone Institute of Technology is on our doorstep. A population of almost 300,000, live within a 40 mile radius of Roscommon. These adjacent assets combined with the vibrancy of our own indigenous towns, villages and rural communities serviced with three national primary radial roads and an equal number of radial railway lines render Roscommon in a pivotal position to grow its economy and social services within a culturally and archaeologically rich environment.

Demographic Profile

The 2006 census recorded a population in Roscommon county of 58,700, an increase of 4,926 persons, 9.2%, on the 2002 census figure of 53,774. The increase compares with a national increase of 8.1% in the same period. The major component of the increase has been net migration – 19 per thousand of population compared to a state average of 11.4. This relates to a settlement density of twenty-three persons per square kilometer compared to a state average of 60, revealing the predominantly rural nature of the County.

Of the 4,926 population increase 2002 - 2006, the following towns and regions have also shown large absolute growth. In 2006, Roscommon and its immediate hinterland had an approximate population of just over 5,000, an increase of 11% on the 2002 census figure. Boyle town and environs has a population of 2,522. Castlerea 1,873, an increase of 4.8% and Ballaghaderreen just over 1,720, an increase of 21.5%. In the Athlone Rural area: Athlone west (+1,576/ 37.7%), Kiltoom (+143/ 9.7%) and Carnagh (+126/22.2%). In the Roscommon

Rural Area: Kiltewan (+111/33.3%) and Termonbarry (+120/30.2%). Strokestown 773 (+22.5%) and Elphin 591 (+12.1%).

The age dependent population has decreased from 43.3% in 1991 to 35.3% in 2006 and is concentrated in the over 65 rather than the 0 – 14 years category. The trend in relation to age dependency profile continues to show lessening dependency and a move closer to the state's average of 31.43%.

3. Structure of Roscommon County Council

Roscommon County Council is the primary unit of Local Government in the County and has been operating since 1898.

The Elected Council

The Elected Council consists of twenty-six democratically elected members. Elections are held every five years and the current members were elected in June 2009. The members are elected on a local electoral area basis. The five electoral areas are Athlone, Boyle, Castlerea, Roscommon and Strokestown.

The Corporate Policy Group (CPG)

The Chairs of each of the Strategic Policy Committee's (SPC) along with the Cathaoirleach of the Council form the Corporate Policy Group (CPG). The role of the CPG is to provide an input to the full Council on any matter of general concern to the Council, monitoring the overall performance of the Council, a key role in relation to the budget, customer services issues, coordinating and deciding on the work of the Strategic Policy Committees and recommending issues to be considered by them, developing their multi annual work programme, providing feedback to the Council on the work of the Strategic Policy Committees and developing and monitoring progress on the Council's Corporate Plan.

The Corporate Policy Group meets as often as required and there will be a minimum of six meetings per annum. Each Director of Service will give a quarterly summary report on progress for their individual areas, while the Head of Finance will give a quarterly budget report.

The Strategic Policy Committees

Strategic Policy Committees make available to Elected Members as the key players, a framework and opportunity to fulfil to a far greater extent their role as overall policy makers. It also develops opportunities for partnership with local interests. The S.P.C. system provides Elected Members with a better focus and enhanced capacity for involvement in policy formulation, review and evaluation with inbuilt assistance of relevant sectoral interests and the support of a Director of Services. The following SPCs operate in Roscommon County Council

- Housing, Social, Cultural and Community.
- Planning and Economic Development
- Roads and Transportation and Emergency Services
- Environment and Water Services

Area Committees

The S.P.C. approach is designed to strengthen the policy development role of Elected Members and to improve policy formulation in general. At the same time, in Roscommon County Council, it is agreed that there was a clear need for an area/locally based dimension to the delivery of services. Area Committees are formed to remove the minor and detailed issues from the full Council and to enable day-to-day operational and representational issues to be handled at a more appropriate level. These include matters on an area related basis concerning roads, housing and traffic, deputations on particular local issues etc.

Roscommon County Council has established Area Committees based on each electoral area (EA) as follows : Athlone, Boyle, Castlerea, Roscommon and Strokestown.

The Area Committees meet twice a year and comprise of the Elected Members of the Electoral Area and the Mayor of Boyle Town Council for the Boyle Electoral Area Committee. The Committees are serviced by a Director of Services/Head of Finance and an Administrative Officer (Meetings Administrator) and attended by relevant staff.

The County Development Board

Roscommon County Development Board (CDB) was established under the terms of the national reforms of local government and local development in 1999. It is an umbrella structure, facilitated by the Community and Enterprise section of Roscommon County Council. The CDB is drawn from nineteen organisations comprising of four sectors, Local Government, Local Development, State Agencies and Social Partners that deliver services in the County and is the mechanism for the co-ordination and integration of services at local level.

This involves all the agencies and organisations on the Board committing resources to the implementation of the Economic, Social and Cultural Strategic Plan. In some cases several agencies are involved in delivering specific services or working on particular projects and in other circumstances only one or two may be involved.

Roscommon County Council facilitates the County Development Board by convening the meetings of the Board and the implementation groups as well as monitoring progress that is made on the ten-year strategy. The County Council has responsibility for leading on a substantial number of actions contained in CDB Review 2009 – 2012 which is an update on *Roscommon – Common Vision*, the ten-year strategy that was originally developed by the Board for the economic, social and cultural development of the County and works closely with other board members in progressing other actions.

4. The Purpose of a Corporate Plan.

This Corporate Plan has been prepared in consultation with the Elected Members, the Management Team and staff of Roscommon County Council.

The purpose of this five-year Corporate Plan is to provide a framework for the elected members, management and staff to set the policies and direction for Roscommon County Council until June 2014. The Corporate Plan will guide the policy-making processes of the Strategic Policy Committees and the Corporate Policy Group and sets out and reviews Roscommon County Council's agreed mission, objectives and strategies in respect of our many functions and activities. The annual budget and capital programme will implement the strategies outlined in the Corporate Plan and set targets for implementation.

The Corporate Plan incorporates:

- A public statement on how we intend to deliver our services over the lifetime of the plan.
- The corporate objectives and supporting strategies.
- The manner in which Roscommon County Council proposes to assess its performance in respect of each such strategy, taking account of the need to work towards best practice in service delivery.
- Proposals for organisational capacity, resources and improvements required to promote efficiency of operation, to improve customer service and in general to support the Corporate Plan.

5. Operating Environment

External Environment:

Roscommon County Council operates in a dynamic external environment, which requires the council to be vibrant and responsive. There are many challenges and threats posed by the changing economic circumstances, reduction in staff numbers and changing industrial relations climate. The renewed Programme for Government provides for far reaching reform of local government which will commence with the publication of the White Paper on Local Government Reform. Government reports on the operation of the public services such as Transforming Public Services, The Commission on Taxation Report, The Report of the Special Group on Public Sector Numbers and Expenditure Programmes, The Indecon Review on Local Government Financing and the Green Paper on Local Government will impact increasingly on the work of Roscommon County Council over the next five years. These reports don't provide a consistent view in relation to the structure, financing and functions of local government and create uncertainties in relation to the future. More recently as part of Budget 2010 the Government has decided to undertake an Efficiency Review of Local Authorities. This work will begin immediately and report by mid 2010.

Roscommon County Council operates within a national policy framework which is increasingly derived from the European Union, with many EU Directives being transposed into Irish legislation. Consequently, overall policy is set at supra-national, national and regional level with Roscommon County Council having only limited freedom to interpret the policy to take account of local needs, conditions and resources. Set out below are some of the more important national policies and strategies, regional plans, government departments, legislative framework, statutory organisations and authorities that impact on the way Roscommon County Council delivers services locally.

Legislative and Policy Framework

The legislative framework, under which the Council conducts its business, is handed down from the Oireachtas and supplemented by guidelines and circulars from the Department of the Environment, Heritage and Local Government. There are a number of statutory national bodies, which interact daily with Roscommon County Council such as the National Roads Authority and the Environmental Protection Agency, and influence the delivery of our services. The influence exerted by the Department of the Environment, Heritage and Local Government and other Government Departments have considerable consequences in terms of policy, procedures, new initiatives, available finance and delegated authority.

National and Regional Development Plans

The National Development Plan 2007-2013 is a high level strategic framework which sets out investment priorities to consolidate and enhance the country's economic competitiveness and provide a better quality of life. The BMW Regional Operational Programme 2007-2013 sets out a framework for the promotion of regional development through investment in gateways/hubs identified under the National Spatial Strategy 2002-2020. These plans provide a financial framework within which Roscommon County Council can access funding to deliver public investment in the county but are subject to the current economic circumstances and any Government budgetary adjustments that may be necessary to balance the public finances.

National Spatial Strategy

The National Spatial Strategy (NSS) is a 20-year planning framework for all parts of Ireland. It aims to achieve a better balance of social, economic and physical development across Ireland, supported by more effective planning. In order to drive development in the regions, the NSS requires that areas of sufficient scale and critical mass be built up through a network of gateways and hubs. The role of gateways acting at the national level, together with hubs acting at the regional and county levels needs to be partnered by the county towns and other larger towns as a focus for business, residential, service and amenity functions. The NSS also identifies an important need to support the role of smaller towns, villages and rural areas at the local level. The Strategy is being implemented through the adoption of The Regional Planning Guidelines and the consideration of the County Development Plan. Monksland is contained within the Athlone Gateway area and is an important employment generating area for the Midlands and Western Region. An emphasis on shared services and local authority co-operation for the sustainable growth of this area will be encouraged and fostered over the lifetime of the corporate plan

Towards 2016

The Ten Year Framework Social Partnership Agreement 2006-2015, *Towards 2016*, focuses on a shared overall goal of a participatory society and economy with a strong commitment to social justice where economic development is environmentally sustainable and internationally competitive. The agreement was concluded during a time of high employment and sets out an agreed programme of measures designed to improve the efficiency and effectiveness of public service delivery. Delivery of all the goals in the plan will be a major challenge to Roscommon County Council given the current economic recession.

National Climate Change Strategy

Climate change has been identified internationally as one of the greatest challenges of our time. Unchecked climate change can have dramatic adverse effects on peoples' lives, the environment and the prospects for growth and development. It can affect rainfall, water supplies and water quality, agricultural production, and the built environment. The National Climate Change Strategy 2007 to 2012 sets ambitious targets for the reduction in greenhouse gas emissions. Nationally Ireland's target is to reduce these emissions by at least 20% on 1990 levels by 2020 with a target of 33% energy savings across public sector by 2020. This Strategy involves a cross-cutting approach and includes targets in the transport, residential, industrial, waste and agricultural sectors. The measures and targets set out in this Strategy represent a significant challenge for Roscommon County Council.

Internal Environment

Roscommon County Council has identified key internal capacity and resources, which are crucial in the effective running of our council and the implementation of this Corporate Plan.

Local Democracy

Roscommon County Council acknowledges that local government is a key part of the democratic system and the elected members represent local communities in delivering services, in regulating for the common good and in developing the physical, economic and social environment. The role of elected members will be supported and developed to demonstrate political leadership, good governance and democratic accountability by enabling them to formulate and adopt policies, identify local concerns and set local priorities. It will be a challenge to Roscommon County Council to balance the sometimes conflicting role of service provider, regulator and democratic representation.

Human Resources

Roscommon County Council recognises that staff are one of the most valuable resources within the organisation, which play a crucial role in the achievement of its objectives and are a key resource fundamental to the delivery of change. The current recruitment embargo will mean diminishing staff resources for the foreseeable future. Roscommon County Council will work in partnership with staff and unions to plan, deploy, develop and manage the workforce to deliver organisational objectives and high quality services within these constraints. This will be carried out in a positive, safe and supportive working environment with an emphasis on performance management, communications, equality and maintaining positive employee relations.

Financial Resources.

The Corporate Plan sets out a broad five year vision for Roscommon County Council and identifies six broad corporate objectives. The plan will be implemented through the Council's Revenue Budget and Capital Programme. The task of prioritising programmes and services will be on a democratic basis through the annual budgetary process which must ensure that financial resources are directed appropriately. This will be a challenge due to the current economic climate. Income from grants, local sources and development contributions is

diminishing and in order to manage and control service delivery and to safeguard assets, the Council recognises that efficient and effective financial management is essential. Good financial management involves managing performance and achieving strategic objectives and this needs appropriate financial information on a timely basis. This will be achieved by continuing to review procurement procedures to ensure value for money and reduced transaction costs, solidifying the structure of devolved budget management and reporting of information so that elected members are fully aware of the financial position of the council throughout the year. This will be facilitated by the continued development and enhancement of the Financial Management System as a management business tool.

Information Communications Technology/Resources

The development of electronic services has the potential to facilitate efficiencies and enhance access to services and engagement with the public. The Information Technology Department of Roscommon County Council while continuing to focus on supporting the core business systems and key processes to provide maximum efficiencies for all users will also examine the rolling out of services identified as important to the people of the county and integral to the enhanced performance of Roscommon County Council. The council will endeavour to make online systems available to the public in a user friendly manner so as to enhance our customer services and reduce the administrative burden on staff. These strategies will be supported by continued training of ICT staff so that skills are up-to-date.

6. Core Principles

Current government policy in relation to transforming public services contains a number of underlying principles to which Roscommon County Council will aspire, to deliver outcomes that are central to the development and the well being of the county. Clarity in relation to these outcomes will be achieved by setting clear targets in our annual budgets and submitting quarterly reports to the elected members. This will enable the measurement of the organisations performance and will be supplemented by embedding a performance management culture at individual level to provide value for money in an equitable manner. The engagement of the people of our county in consultation, communications, participation mechanisms and dialogue about policy development and service provision will continue to be developed through the elected members, community and sectoral representatives. This will emphasise the core principle of democratic representation which underpins Roscommon County Council. In addition to these general principles of public service the following specific principles will guide all our policies and decision-making.

Customer Focus

It is the aim of the elected members and the staff to provide a quality customer orientated service with equity in our daily interaction with the individual citizen, and ongoing interaction with a range of other interest groups and associations. Roscommon County Council will focus on the needs of the customer and continually review and improve service delivery and will continue to deliver a service that is responsive to our customer and adheres to the Principles of Quality Customer Service. The Council recognizes the need for good quality, functional, safe, sustainable and accessible office accommodation to meet the needs of the public, and will continue to pursue the previously approved development of a new corporate headquarters.

Corporate Image

The elected members and staff will promote the Corporate Image of the Council so as to create public confidence and encourage the involvement of the major stakeholders in worthwhile Local Authority activities. This will be achieved by carrying out all our activities in a professional manner and being pro-active in the dissemination of information on the activities and programmes of the Council

Social Inclusion and Equality

Roscommon County Council is committed to achieving equality of access to all its services, to assist individuals to participate in their community and society, to encourage the contribution of all persons to the social and cultural life of the county irrespective of resources or ability. The National Anti-Poverty Strategy (NAPS) explicitly recognises the multi-dimensional and dynamic nature of disadvantage and provides the framework to address poverty and social exclusion and to protect vulnerable groups. Roscommon County Council recognises the need to address the multi dimensional nature of poverty and social exclusion through a range of interventions across key policy areas including, education, housing, social participation and community care. These interventions will be guided by the National Action Plan for Social Inclusion 2007-2016 and the National Disability Strategy 2004. The Social Inclusion Unit of Roscommon County Council will ensure that the Council's services are fully accessible to all customers, especially those people who may not have the same capacity to access our services, and social inclusion will be embedded into all plans and policies of the Council.

Sustainable Development

The concept of sustainable development is "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs." The quality of the environment and the availability of abundant natural amenities have traditionally been relied upon as important elements of the national resource. Continued economic growth is essential to meet people's legitimate ambitions for a better life and to provide the resources for implementing environmental protection measures. The elected members and staff of Roscommon County Council are committed to ensuring that the economic growth of the county will be environmentally sustainable.

Development Through Collaboration.

The elected members and staff of Roscommon County Council recognize that the Council cannot achieve its objectives without the support and co-operation of the community, business, education and agricultural sectors, other public bodies and development agencies. The council is committed to working in partnership and collaboration with all sectors within the county to promote economic, social and cultural development.

7. Corporate Objectives

The corporate objectives of Roscommon County Council have come about following a wide consultation process and having regard to all major national, regional and local plans, policies and studies. The six corporate objectives, which are needed to deal with the issues emerging from these processes, have been identified as follows:

- 1. Enable people to have available an affordable dwelling of good quality.**
- 2. Ensure the development of an adequate transport network.**
- 3. Promote the efficient use of resources and protect the natural and built environment.**
- 4. Provide or facilitate the provision of a water supply and waste water treatment to cater for present and foreseeable future demand.**
- 5. Ensure Economic, Cultural and Social Development of County Roscommon through the integration of services at local level.**
- 6. Maintain and enhance Internal Capacity and Resources.**

This Corporate Plan sets the high level corporate objectives for Roscommon County Council and the broad strategies needed to achieve these objectives. The strategies will be implemented in a number of ways:-

- The implementation and review of existing adopted policies of Roscommon County Council, (See Part 9)
- The development and implementation of new policies over the five year period where considered necessary and appropriate.
- Through the Council's Revenue Budget and Capital Programme which will prioritise and provide the financial resources for activities and will form the annual action plans to underpin the adopted strategies.

1. Enable people to have available an affordable dwelling of good quality.
Supporting Strategies
1.1 Provide and facilitate the provision of suitable housing accommodation to those unable to provide it from their own resources.
1.2 Provide assistance to people to acquire and upgrade accommodation to meet their accommodation needs, in accordance with DEHLG policies and guidelines.
1.3 Maintain and manage existing housing stock and promote good estate management practices, and develop sustainable communities where people are happy to live and in which all residents can participate and prosper.

2. Ensure the development of an adequate transport network
Supporting Strategies
2.1 Improve and maintain the road network to provide an efficient and strategic road infrastructure for all road users to and within the county.
2.2 Implement the provisions of the County Roscommon Road Safety Plan in order to promote an integrated approach to road safety in the county.
2.3 Pursue the upgrading of national secondary roads in County Roscommon to national primary status.
2.4 Improve access to and support other transport services including air, bus, and rail services.

3. Promote the efficient use of resources and Protect the Natural and Built Environment
Supporting Strategies
3.1 Ensure development that is balanced, sustainable and controlled and is undertaken in accordance with the provisions of Roscommon’s County Development Plan and associated Plans, national policy and legislation.
3.2 Enhance the quality of life in towns and villages in the County by improving and protecting the built environment.
3.3 Build a culture of environmental awareness and compliance through an education program in partnership with the community, education and business sectors.
3.4 Protect, enhance and improve the quality of the natural environment by a proactive approach to managing water, air and noise environmental issues.
3.5 Reduce the impact of council activities on climate change, promote a better understanding of the concept and support the national strategy by developing and implementing a local climate change strategy, with a particular emphasis on flood prevention and management.
3.6 Implement an integrated approach to waste management in a sustainable manner through, prevention, reduction, recycling, enforcement, litter management, appropriate facilities and infrastructure
3.7 Provide an effective Fire and Civil Defence Service.
3.8 Develop an integrated approach with the Principal Response Agencies (PRA) to implement the Major Emergency Plan.

4. Provide or facilitate the provision of water supply and wastewater treatment to cater for present and foreseeable future demand.

Supporting Strategies

4.1 Provide and improve the public water and wastewater infrastructure throughout the County through the implementation of the Water Services Investment Programme and the Rural Water Programme.

4.2 Facilitate the provision and improvement of private water and wastewater facilities through the community-based Group Water/Sewerage Schemes.

4.3 Ensure drinking water supplies and wastewater discharges throughout the county are in compliance with National and EU regulations.

5. Ensure the Economic, Cultural and Social development of County Roscommon through the integration of services at local level.

5.1 Contribute to the implementation of Roscommon County Development Board's priority actions for social, economic and cultural development.

5.2 Promote and develop County Roscommon as a location for enterprise, industry and tourism and continue to encourage and support the development of the arts and the creative sector.

5.3 Support and encourage the community and voluntary Sector, young people, older people and those people that remain socially excluded in the County, and incorporate community development principles in the delivery of services by Roscommon County Council.

5.4 Provide an appropriate amount of community and amenity facilities at various locations throughout the county in co-operation with local voluntary organisations.

5.5 Provide and develop a comprehensive, quality, modern and accessible library service by implementing and reviewing the Library Development Plan 2006 to 2010

5.6 Provide for the management, development and public access to local authority records and archives.

5.7 Protect consumers by implementing existing and developing new consumer protection policies, procedures and bye-laws

6. Maintain and Enhance the Internal Capacity and Resources
Supporting Strategies
6.1 Develop a culture of continuous change, flexibility and imagination in service delivery by encouraging elected members and staff to take leadership, ownership, increased responsibility and accountability for their actions.
6.2 Enhance the local democratic role of the council by implementing best practice in the operation of the Elected Council, the Corporate Policy Group, the Strategic Policy Committees and the Area Committees.
6.3 Deliver good corporate governance in all activities by a strategic approach to risk management, and best practice in internal audit and the Audit Committee.
6.4 Implement the council's regulatory and enforcement roles in a targeted way applying the principles of transparency, consistency and proportionality.
6.5 Develop systems for effective communications, integration and collaboration among elected members, staff, departments, external agencies and sectors to provide for coherent policy formulation and delivery of an integrated service to the public.
6.6 Develop and implement a human resources strategy to facilitate a strategic approach to people management.
6.7 Provide good quality, functional, safe, sustainable and accessible office accommodation to meet the needs of the public, the elected members and staff
6.8 Continue to develop, enhance and implement the financial management system to lead to more efficient use of resources, revenue collection and procurement, delivering better value for money.
6.9 Further develop the information, communications and technology system to support core business, facilitate efficiencies and enhance and extend access to services

8. Implementation

Ownership

In order for Roscommon County Council to progress effectively in the years ahead and to implement the core objectives set out, it will be critical that real ownership of the Corporate Plan and the process of implementation of this Plan is taken on by Elected Members and staff.

Implementation

The Corporate Plan sets out the high level strategic direction for Roscommon County Council with identified corporate objectives and supporting strategies. As previously outlined the strategies will be achieved by the implementation and review of existing adopted policies of Roscommon County Council, by the development and implementation of new policies over the five year period where considered necessary and appropriate and through the Council's Revenue Budget and Capital Programme which will prioritise and provide the financial resources for activities and will form the annual action plans to underpin the adopted strategies.

The implementation process will use all the existing democratic and collaboration facilities available to Roscommon County Council including where appropriate full public consultation, Area Committee meetings (including District Roads Meetings), Strategic Policy Committee consideration and input into policy formulation, agreement at Corporate Policy Group level and adoption by the elected members in accordance with local government law and policy generally.

From a Human Resources and performance management perspective Roscommon County Council will implement the Performance Management Development System in each department by preparing Team Development Plans and Personal Development Plans. These plans will reflect in operational terms the annual actions adopted by the elected members as part of the budgetary process.

Monitoring and Reviewing

A monitoring and reporting structure will be established to measure progress on the objectives of the corporate plan. Each Director of Service will give a quarterly summary report to the Corporate Policy Group on progress for their individual areas, while the Head of Finance will give a quarterly budget report. Progress reported can be assessed against the annual budgetary plans and capital programme and corrective action taken where deemed necessary. A more detailed annual report will be provided to the elected members as part of the annual budget report. The Strategic Policy Committees will also receive reports on progress related to their area of responsibility and their work programmes will be aligned with the Corporate Plan in consultation with the Corporate Policy Group. The management team will oversee the implementation of the Corporate Plan and will report annually through service indicators which measure performance across a range of services.

9. Existing Adopted Policies of Roscommon County Council

The following is a list of existing policy documents which have been adopted by Roscommon County Council. These policies govern how the strategies outlined in the plan will be implemented, are subject to review by the council and can be supplemented or replaced by the development and adoption of new policies where considered appropriate over the next five years.

HOUSING

- Roscommon Housing Strategy 2008 to 2014.
- Roscommon Traveller Accommodation Plan 2009 to 2013
- Roscommon Homeless Forum Action Plan 2008 to 2011.
- Scheme of Letting Priorities.
- Scheme for Priorities for the allocation of Affordable Housing.
- Differential Rent Scheme.
- Estate Management Plan.
- Tenants Handbook.
- Housing Adaptation Grants Scheme
- Report to Council on the Social Housing Investment Programme

PLANNING

- Roscommon County Development Plan and associated Area Plans 2008-2014
- Local Area Plans
- Village Design Statements
- Housing Strategy 2008-2014
- Retail Strategy 2008-2014
- Landscape Character Assessment 2008 -2014
- Record of Protected Structures 2008-2014
- Development Contribution Scheme 2008
- Roscommon Heritage Plan

WATER SERVICES

- Assessment of Water Services Needs 2009
- Action Plan for the Protection of Drinking Water Supplies
- Rural Water Strategic Plan
- Groundwater Protection Plan
- Drinking Water Response Protocol

ENVIRONMENT

- Replacement Waste Management Plan for the Connaught Region 2006-2011.
- Sludge Management Plan.
- Litter Management Plan, 2007 to 2010.
- Policy on Advertising Signs 2008.
- Environmental Enforcement Plan 2009
- Noise Action Plan 2009
- River Basin Management Plans.(2010 to 2015 not yet adopted).

CULTURAL AND COMMUNITY

- County Roscommon Tourism Strategy 2010 – 2014
- Community & Amenity Fund Scheme
- Sustaining the Arts Roscommon County Council Arts Plan 2009 - 2012
- Social Inclusion Action Plan 2009 – 2010
- Roscommon County Profile 2009
- Irish Language Scheme 2007 – 2010
- County Roscommon Play Policy
- No Limits - Roscommon County Council Disability Implementation Plan 2008 – 2015
- Roscommon County Council Library Development Plan 2006-2010
- Roscommon Common Vision – A Ten Year Strategy for Economic, Social and Cultural Development
- Roscommon Common Vision – Priorities for mid 2009 to end 2012

ROADS

- Annual Road Works Scheme
- Minor Realignment and Junction Improvement Scheme
- Major Emergency Plan
- Cemetery Improvement and Maintenance Grant Scheme

Bye-Laws

- Speed Limit Bye-Laws
- Taxi Stand Bye-Laws
- Car Parks Bye-Laws
- Cemetery Bye-Laws
- Loughnaneane Park Bye-Laws
- Pleasure Grounds Boyle Bye-Laws
- Waste Presentation Bye Laws
- Intoxicating Liquor Bye Laws

GENERAL

- Roscommon County Council Strategic Policy Committee Scheme 2009
- Roscommon County Council Standing Orders 2007
- Roscommon County Council Audit Committee Charter 2008
- Human Resources Policies
- Health, Safety and Welfare Policies and Statements
- Annual Budget
- Capital Programme