

ANNUAL SERVICE DELIVERY PLAN 2020

Adopted at Plenary Meeting of Roscommon County Council on 27th April 2020



Our Vision

Working with you, working for you.

Our Mission

Ensuring through collaboration and the provision of strong leadership in partnership with the community, that County Roscommon is an attractive, inclusive, prosperous and vibrant place to live, invest work and visit.

TABLE OF CONTENTS

Foreword	3
Principal Services	3
Annual Service Delivery Plans	8
Roads and Transportation	9
Emergency Services and Building Control	14
Human Resources	16
Community and Enterprise and Social Inclusion	22
Economic Regeneration	34
Enterprise Development – Local Economic Office	37
Library Services	42
Housing and Building	45
Information and Communications Technology	51
Planning	53
Finance	58
Water Services	61
Environment	65
Corporate Affairs	68
Assets and Energy Management	73

FOREWORD

Roscommon County Council's Corporate Plan 2019 – 2024 was adopted at the February 2020 meeting of the Council. A key purpose of the Corporate Plan is to provide a framework within which Annual Service Delivery Plans are formulated. The Annual Service Delivery Plan translates the objectives of the Corporate Plan into more detailed strategies for service delivery which determine annual departmental activities.

Section 134A of the Local Government 2001 Act (as inserted by Section 50 of the Local Government Reform Act 2014) requires that local authorities prepare Annual Service Delivery Plans which set out in greater detail the activities to be undertaken across all key function areas to deliver on the objectives of the Corporate Plan.

The Annual Service Delivery Plan 2020 identifies the services to be provided and the standards to which they are to be delivered, monitored and evaluated so as to ensure that objectives for the optimum delivery of services are achieved. This plan provides a methodology whereby Roscommon County Council can gauge and be gauged on its year-on-year performance. In addition, the Annual Service Delivery Plan takes account of national and regional policies and plans and of existing adopted policies of Roscommon County Council including:

- Corporate Plan 2019-2024;
- The County Development Plan 2014-2020;
- Local Economic and Community Plan 2016-2021;
- Budget 2020 as adopted;
- Service Level Agreement with Irish Water.

The Annual Service Delivery Plan 2020 will deliver the aims of the Corporate Plan and will form the basis for Unit Operational Plans, which will be further translated into each staff member's Individual Performance Plan. Particular aspects of the Plan will be delivered through the 2020 Schedules of Municipal District Works developed by each Municipal District.

The plan is consistent with the adopted Budget for 2020 and is also linked to the Integrated Performance Management System and relevant performance indicators, developed by the National Oversight and Audit Commission (NOAC). It also takes account of the Service Level Agreement with Irish Water.

Reporting on the delivery of the Plan will be done through Monthly and Quarterly Management Reports, internal and external audit processes and by measurement through the Performance Indicator process under the NOAC Guidelines and Irish Water Reporting Managements Systems.

PRINCIPAL SERVICES

The delivery of Roscommon County Council's corporate policies and strategies are achieved through partnership between its elected members and staff. The following Directorates deliver the Council's wide range of services by means of various Service Units, three Municipal Districts and two Water Districts.

- Roads and Transportation, Emergency Services, Building Control, Human Resources and Boyle Municipal District
- Tourism, Community and Enterprise, Special Projects and Regeneration, Arts and Libraries
- Housing, Digital Transformation, Planning, Head of Finance and Roscommon Municipal District
- Water Services, Environment, Governance and Corporate Affairs and Athlone Municipal District.

Roads and Transportation

The Roads and Transportation Department is responsible for the delivery of programmes including National and Non-National Road Maintenance and Road Improvement Schemes, Road Safety Programmes, Bridge Maintenance and Improvement Works, Maintenance of Arterial Drainage, Flood Alleviation Works, Burial Grounds, Abnormal Loads Permits, Declaration of Public Roads, Extinguishment of Rights-of-Way, Local Improvement Schemes, Community Involvement Schemes, Temporary Road Closures, Approval of Bus Stop Locations, Speed Limits, Fleet and Machinery, Road Opening Licences and Parks and Amenities.

Transport Infrastructure Ireland (TII) allocates funding to operate, maintain and improve the National Primary and Secondary road network in the county. The Department of Transport, Tourism and Sport allocates funding for the reconstruction and maintenance of regional and local roads, bridge rehabilitation, drainage programmes, safety schemes and Community Involvement Schemes (CIS). The Department of Rural and Community Development (DRCD) provide funding for non-public roads – Local Improvement Schemes (LIS). The Council provides funding from its own resources to supplement the grant allocations.

Fire Service, Emergency Management, Building Control & Civil Defence

Fire Services & Emergency Management

Roscommon County Council provides a range of fire safety, enforcement and emergency management services and manages the delivery of a 24-hour emergency fire and rescue service for County Roscommon. Fire Service operations are delivered through an NSAI accredited OHSAS 18001:2007 Occupational Health & Safety Management System.

Roscommon Fire Service is active in promoting community fire safety throughout the year. Fire Service personnel facilitate school and group visits to local Fire Stations and requests from voluntary groups to provide fire safety talks are also accommodated.

Roscommon Fire Service provide advice to the courts on matters relating to licensing under the Intoxicating Liquor, Public Dance Halls, Lottery Licence & Club Registration legislation on an annual basis.

The Fire Service also carry out inspections under the Fire Services Acts 1981-2003 and monitor and enforce Fire Safety under other relevant legislation including the Dangerous Substances & Explosives legislation and large crowd events.

The Fire & Civil Protection Unit also facilitate the preparation of the Major Emergency Plan and associated response by Roscommon County Council in cooperation with other response agencies.

Building Control

Roscommon County Council is the statutory Building Control Authority for County Roscommon and administers the Building Control System. This aims to ensure the safety of people within the built environment and is centred on the Building Control Acts 1990 to 2014 which provides for the making of Building Regulations and Building Control Regulations.

The Building Control Regulations 1997 – 2015 (BCRs) provide for matters of procedure, administration and control for the purposes of securing the implementation of and compliance with the requirements of the Building Regulations. Building Control Regulations apply generally to new buildings and to existing buildings which undergo an extension, a material alteration or a material change of use.

In addition to Roscommon County Council's statutory function under the Building Control Acts, the local authority is also the designated enforcement authority for the purposes of ensuring compliance with other legislation as follows:

- Marketing of Construction Products in line with European Union (Construction Product) Regulations 2013 (SI No. 225 of 2013); Appendix I
- Building Energy Rating Certificates for buildings in line with the European Union (Energy Performance of Buildings) Regulations 2012 (SI No. 243 of 2012); Appendix II
- Registration of multi-storey buildings for the purposes of the Local Government (Multi-storey Buildings) Act 1988.

Civil Defence

The Roscommon Civil Defence Draft Development Plan 2020 – 2022 sets out Roscommon County Council's strategic objectives for Civil Defence. This plan identifies the various programmes and activities of the Civil Defence Services Unit and how its volunteers will continue to support communities and organisations in County Roscommon.

Human Resources

The Human Resources Unit promotes and supports a culture of quality customer service through workforce planning, recruitment and selection of staff, training and development, performance management, leadership development, staff welfare, development and delivery of agreed Human Resources policies and procedures, maintenance of a stable industrial relations environment and the creation of an equitable, consultative and supportive working environment.

TOURISM, COMMUNITY AND ENTERPRISE, SPECIAL PROJECTS AND REGENERATION, ARTS AND LIBRARIES

Community and Enterprise and Social Inclusion

The Community and Enterprise Unit provides support for the County Roscommon Local Community Development Committee (LCDC) and also leads Roscommon County Council's involvement with, and encouragement of, community initiatives, Creative Ireland, the Arts, Cultural and Heritage facilities, the Irish language and Tourism and Enterprise development throughout the County.

The main objective of the Social Inclusion Unit is to embed Social Inclusion in the corporate body of Roscommon County Council and to work collaboratively with other organisations and agencies throughout the county through structures such as the LCDC.

Enterprise Development

Roscommon County Council has a stronger and more prominent role in the context of local development and local economic strategies. Its function is to create an environment that encourages and sustains entrepreneurship and all form of enterprise and economic development. This is being delivered through the Community and Enterprise Unit together with the Roscommon Local Enterprise Office.

The Local Community Development Committee and the Economic and Enterprise Development Strategic Policy Committee prepared the County Roscommon Local Economic and Community Plan 2016-2021. This plan is the main driver of economic and community policy and actions within the County over a six-year period.

Special Projects and Regeneration

The Regeneration Unit of Roscommon County Council's role is to develop projects to facilitate economic development across the County. This involves the securing of funding and implementation of projects across the following areas: economic development, heritage led regeneration, sports and recreation infrastructural development. The Regeneration Unit works closely with various partners in the rollout of its work including; local communities, Town Teams, other local authorities, State Agencies, colleges and business. The development of frameworks for our town and village to grown and maximize their natural assets is a core element of the work of

the Unit. Allied to this is Roscommon county Council's engagement with its Global Rossie family through the Roscommon Bound Strategy. The unit maintains links with its wider Global Rossie Family to encourage people of Roscommon by birth, descent or association to share and promote the county for further investment and development.

Library Services

Roscommon County Council provides for the operation of this service through six fixed branch library service points at Roscommon, Boyle, Ballaghaderreen, Castlerea, Strokestown and Elphin and through the countywide Mobile Library Service. Provision of administrative and other operation support services including stock, local studies, archives, technology, online resources and events management are also catered for at the County Library Headquarters.

HOUSING, DIGITAL TRANSFORMATION, PLANNING, HEAD OF FINANCE AND ROSCOMMON MUNICIPAL DISTRICT

Housing and Building

Roscommon County Council carries out a range of housing functions and its Corporate Plan commits to meeting the accommodation needs of those who are unable to do so from their own resources, where possible. Social housing supports are provided by the allocation of Council owned houses and through the facilitation of tenancies via Housing Associations, the Rental Accommodation Scheme, Housing Assistance Payment, long term leasing and by implementation of the Traveller Accommodation Programme. Housing stock is increased by way of return of voids, acquisitions, turnkey developments, completion of unfinished estates and new construction projects depending on available finances, market opportunities and housing need. Other critical functions include homeless provision, housing application and tenancy management, maintenance of housing stock, housing improvement grants, inspection of rented property and administration of the Tenant Purchase and Home Loan schemes.

Information and Communications Technology

The Information and Communications Technology (ICT) Business Unit supports Roscommon County Council through the provision and maintenance of ICT systems and services infrastructure enabling the Council to carry out its daily duties and meet its objectives. Information and Communication Technology is vital in enabling the Council's various departments and partner organisations in delivering cost-effective services to the public. The ability of the Council to provide these services relies heavily on a secure, reliable and accessible ICT infrastructure that is flexible enough to accommodate new changes in service delivery.

The ICT business unit is also responsible for the delivery of a Digital Transformation programme of works for the organisation, with the aim of providing quality and accessible online services, that are efficient, engaging and meet citizens' expectations. This new team will identify business process improvements to achieve resource optimization and deliver efficient and effective digital services. Digital online services will replace manual based processes with the introduction of an intuitive online self-service portal for customers to access and engage with Council services anywhere, anytime, on any device. Online services are integral to creating efficiencies in Roscommon County Council and will contribute to the generation of consistent data that will be used to aid insight driven decision making in the future.

Planning

This operational unit covers the functions of the Planning Department under the Planning and Development Acts 1963 – 2018. In addition, in 2019 functions relating to Derelict Sites and Dangerous Structures were also transferred to the Planning Department, with functions in this area governed primarily by the Local Government (Sanitary Services) Act 1964 and the Derelict Sites Act 1990. The main activity areas are:

- **Development Management:** This is the Council's regulatory role in relation to its planning function. Key areas of work include the planning application process (including pre-planning engagement), declarations on exempt development, protected structure declarations, and certificates under Part V.
- **Forward Planning:** The policy role of the Council's planning function. It includes the making and adoption of Plans as well as other ancillary works (where resources permit), such as the production of design guidance.
- **Planning Enforcement:** The initiation of enforcement action against persons undertaking unauthorised development, and where necessary in relation to unfinished housing developments.
- **Derelict Sites / Dangerous Structures:** The Council maintains a Derelict Sites Register and a Dangerous Structures Register. The legislative basis for the carrying out of functions enables the Council to initiate enforcement action in order to require measures to be taken by an owner to address a situation of dereliction or to eliminate danger posed by a dangerous structure.

Finance

The Council recognises that efficient, effective and expert financial management and control is essential for successful and optimal service delivery for the benefit of its citizens. A dedicated Finance Unit is in place to deliver ongoing strategies and objectives in relation to the provision of expert and timely advice, analysis, interpretation and communication of financial information. The Finance Unit is also responsible for organisation wide compliance with the Local Authority Financial Regulatory Framework which includes the safeguarding of assets, the ownership and operation of, and continuous improvement to, an array of financial systems, the implementation of new initiatives including business process improvements, adherence to procurement best practices and procedures, the operation of the internal audit function and the servicing of the Audit Committee.

WATER SERVICES, ENVIRONMENT, ASSETS AND CLIMATE CHANGE, GOVERNANCE AND CORPORATE AFFAIRS AND ATHLONE MUNICIPAL DISTRICT

Water Services

Water Services Unit may be divided into three parts - those that are provided to Irish Water under the terms of a Service Level Agreement (SLA), the Rural Water Programme (consisting of Subsidies/Upgrades to the Group Water Scheme Sector and Well Grants provided directly to members of the public) and the operation of public conveniences.

From 1st January 2014 the water and wastewater functions were transferred to Irish Water from City and County Councils and the Department of Environment, Community and Local Government. Roscommon County Council now acts as an Agent of Irish Water to deliver water and wastewater services under a Service Level Agreement (SLA). The Agreement was signed in December 2013 for a period of 12 years.

Environment

The Environment Services Unit covers a wide range of functions. The principal areas include pollution control and water quality management, waste management and enforcement, landfill management, litter management, environmental awareness and civic amenity site and bring bank management. The Environment Unit continues to engage with local community groups to assist in maintaining and improving the image of the towns and villages in the county. Roscommon County Council continues to discharge its functions under the Water Pollution Act 1977 (as amended) in relation to the issuing and monitoring of licences of discharge to waters and the investigation of pollution incidences.

The Connacht Ulster Regional Waste Management Plan 2015-2021 was published in May 2015. The Plan identified roles and responsibilities for local authorities. The Council is committed to the delivery of the objectives and actions contained in the Plan.

Corporate Affairs

The Corporate Services Unit delivers a number of services which will continue to be provided during the life of the service delivery plan. The functions include support services to Council Management, organising and servicing meetings of the Council and its sub-committees, register of electors, insurances, freedom of information, data protection, facilities management, veterinary functions, dog control service, civic receptions, customer services, and the resolution of customer complaints.

Assets, Climate Action and Energy Management including Public Lighting

The Council are committed to the Climate Change Agenda with Climate Action included as a specific responsibility within the Assets and Energy Management Unit and are aligned with the Midlands sub-region of the Eastern and Midlands Climate Action Regional Offices (CARO).

The purpose of Assets Management is to manage and record all assets of the Council into a consolidated Asset Register and comply with the Council's associated statutory reporting obligations.

The function of Energy Management is to facilitate the Council's role as a public body to achieve a target of 33% energy efficiency improvement by 2020 in the context of Ireland's EU and National commitments and wider Climate Change goals and comply with the Council's associated statutory reporting obligations.

ANNUAL SERVICE DELIVERY PLANS

Each Directorate has prepared an Annual Services Delivery Plan 2020 for the Service Units within the Directorate. The Plans are set out under Corporate Priorities, Core Objectives, Supporting Strategies, Actions for Delivery and Performance Measurement in accordance with NOAC Performance Indicators, EPA Standards, Irish Water Key Performance Indicators and corporate and department standards.

The Annual Services Delivery Plans 2020 for each Directorate follow.

**ROADS AND TRANSPORTATION, EMERGENCY SERVICES, BUILDING CONTROL, HUMAN RESOURCES
AND BOYLE MUNICIPAL DISTRICT**

ROADS AND TRANSPORTATION			
Corporate Priority: Quality of Life and Well Being for All			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Protect Natural and Built Environment	Strive to make Roscommon climate-resilient and play a leadership role in transitioning to a decarbonised society, climate proofing our strategies, policies and procedures and actively engaging our citizens	<ul style="list-style-type: none"> Participate in the Roscommon County Council Climate Action Team and progress actions identified relative to the Roads Department 	<ul style="list-style-type: none"> Actions implemented as monitored by Climate Action Team
	Ensure Roscommon locations that are vulnerable to severe flooding events benefit from proactive, sustainable, flood risk management measures including flood impact mitigation under the Catchment Flood Risk Assessment and Management (CFRAM) Studies	<ul style="list-style-type: none"> Co-operate with the Office of Public Works (OPW) in progressing flood mitigation measures at Carrick-on-Shannon and Bogganfin, Athlone 	<ul style="list-style-type: none"> Schemes progressed
		<ul style="list-style-type: none"> Apply to OPW for funding for Flood Relief Schemes 	<ul style="list-style-type: none"> Number of schemes submitted to OPW Number of OPW funded schemes completed
		<ul style="list-style-type: none"> Carry out drainage maintenance on designated rivers 	<ul style="list-style-type: none"> Arterial Drainage Programme 2020 completed
		<ul style="list-style-type: none"> Inspection and maintenance of critical infrastructure 	<ul style="list-style-type: none"> Management of severe weather events
Support Cultural and Community Development	Work with the Gardaí, Road Safety Authority and other groups to promote road safety awareness and reduce road deaths and serious injury accidents in line with national targets in the Road Safety Strategy	<ul style="list-style-type: none"> Promote road safety awareness and education The Road Safety Officer in conjunction with An Garda Síochána to promote road safety events including Road Safety Week, Junior Wardens competitions, and Poster competitions Liaising with schools and community groups 	<ul style="list-style-type: none"> 2020 road accident statistics from the Road Safety Authority Number of the Roscommon Road Safety Together Committee held

Corporate Priority: Economic and Community Development			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Positive Promotion of the County	Work with stakeholders in the development and provision of designated Greenway cycle and walking networks to support tourism, recreation and maximising the associated health benefits	<ul style="list-style-type: none"> Provision and improvement of cycleways and walkways 	<ul style="list-style-type: none"> Continue to progress the Athlone to Galway cycleway in conjunction with Transport Infrastructure Ireland (TII), Westmeath County Council and Galway County Council Continue to progress the Athlone to Ballyleague Blueway in conjunction with the relevant stakeholders
Developing sustainable infrastructure to cater for the future needs of the county	Ensure effective and dedicated support of the National Broadband Plan delivery in bringing digital infrastructure to every premises in the county and facilitating next generation internet access to every citizen	<ul style="list-style-type: none"> Continue to provide a Broadband Officer as point of contact for service providers, government departments and the general public 	<ul style="list-style-type: none"> Preparation of launch of Digital Strategy for County Roscommon
		<ul style="list-style-type: none"> Assist with the rollout of the National Broadband Plan 	<ul style="list-style-type: none"> Broadband Connection Points (BCPs) (community hubs) set up throughout the county to provide the public with access to high speed broadband
		<ul style="list-style-type: none"> Continue to support private providers in the roll out of high speed broadband in commercially viable areas 	
	Implement free public space access to Wi-Fi connectivity for citizens across our towns and villages	<ul style="list-style-type: none"> Drawdown of funding under the WIFI4EU initiative, including matched funding from the Department of Rural and Community Development (DRCD) 	<ul style="list-style-type: none"> Number of free Wi-Fi public Wi-Fi locations set up
	Pursue funding and support for development of Community Digital Work Hubs and 'Hot Desking' facilities across the country	<ul style="list-style-type: none"> Funding achieved under the Rural and Regional Development Fund (RRDF) to create <i>Digiwest</i> – a Western Region Network of Rural Digital Working Hubs 	<ul style="list-style-type: none"> Development of Rural Digital Working Hub in Tulsk

	Through funding and working with Transport Infrastructure Ireland and the Department of Transport, Tourism and Sport, develop and implement a programme for the upgrading, maintenance and improvements of our roads network	<ul style="list-style-type: none"> • Prepare and implement the Road Works Programme 2020 	<ul style="list-style-type: none"> • Roads Works Programme delivered
		<ul style="list-style-type: none"> • Maintenance of History of Pavement works; Road Pavement Surface Inventory and Survey (Mechanical and Visual) 	<ul style="list-style-type: none"> • Performance Indicators R1, R2
		<ul style="list-style-type: none"> • Pavement Surface Condition Index (PSCI) ratings for regional, local primary and local secondary roads 	
	Maximise the potential of all funding opportunities for the maintenance and further development of the County's infrastructure	<ul style="list-style-type: none"> • Progress national road projects: <ul style="list-style-type: none"> • N5 Ballaghaderreen-Scramoge • N60 Oran Road realignment • N61 Ballymurray to Lecarrow • N61 Tulsk to Clashaganny realignment 	<ul style="list-style-type: none"> • Projects delivered
Corporate Priority: Quality Service to Our People			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Inspire Leadership	Support our elected members in their representational role to ensure effective policy making	<ul style="list-style-type: none"> • Preparation of relevant Policies and Programmes for Plenary Meetings and Municipal District Meetings 	<ul style="list-style-type: none"> • Number of meetings held
	Facilitate our elected members through the provision of timely information, training and facilities and by supporting all political structures and committees	<ul style="list-style-type: none"> • Facilitate, organise and provide support to Roads and Transportation and Emergency Services Strategic Policy Committee 	<ul style="list-style-type: none"> • Number of meetings held
	Development efficient, effective and highly motivated staff through competency and knowledge development, career opportunities and the implementation of our Integrated Performance Management System	<ul style="list-style-type: none"> • Prepare and implement Unit Operational Plan • Prepare and monitor Individual Performance Plans 	<ul style="list-style-type: none"> • Number of Integrated Performance Meetings held • Continuous monitoring of Unit Operational Plan • Targets met in Individual Performance Plans

	Create a culture of continuous learning and development	<ul style="list-style-type: none"> Enhance skills, competencies and knowledge of staff through: <ul style="list-style-type: none"> Updated job profiles Procedural manuals in line with <i>Audit of Procedures – Internal Audit</i> Develop role rotation Provide specialist training as needs are identified 	<ul style="list-style-type: none"> Procedural Manuals updated Training requirements identified % of training provided Deliver on Roads Department Annual Training Plan
Value our Customers	Promote a culture in the workplace where customers and staff are respected, valued and treated with dignity	<ul style="list-style-type: none"> Delivery our services in line with Council policies focused on the needs of staff and customers where all business is conducted in an equal, inclusive and dignified manner 	<ul style="list-style-type: none"> Customer service is delivered to our citizens in a timely, inclusive, dignified and courteous manner
Efficient use of Resources	Promote and support the Safety, Health and Welfare of all employees through the implementation of an organisation-wide Safety Management System	<ul style="list-style-type: none"> Ensure compliance with all requirements of the Safety, Health and Welfare at Work Act 2005 and the Regulations made thereunder 	<ul style="list-style-type: none"> Monitoring accident and incident rate
Good Governance	Ensure compliance with public spending code, procurement policies and best practice in achieving value for money	<ul style="list-style-type: none"> Tenders for the provision of goods and services to be carried out in accordance with Corporate Procurement Plan 2019-2021 and monitoring of budgets 	<ul style="list-style-type: none"> Compliance with procurement procedures and regulations and relevant legislation
	Benchmark against NOAC indicators	<ul style="list-style-type: none"> Measure, monitor and review of Unit Operational Plan 	<ul style="list-style-type: none"> Baseline for service provision 2020 Performance Indicators: R1, R2
	Continual implementation of the Ethics Register, Code of Conduct GDPR, FOI and Child Protection	<ul style="list-style-type: none"> Comply with all statutory requirements in relation to the Freedom of Information requests, Access to Information on the Environment requests and Office of the Ombudsman complaints/queries 	<ul style="list-style-type: none"> All requests and complaints addressed within the relevant timeframes

		<ul style="list-style-type: none"> • Implement the Council's Data Protection Policies 	<ul style="list-style-type: none"> • Compliance with Data Protection provisions
		<ul style="list-style-type: none"> • Comply with: <ul style="list-style-type: none"> • Council's Policy and Procedure for the Protection and Safeguarding of Children • Children First Act 2015 • Roads and Transportation's Risk Assessment – Protection and Safeguarding of Children 	<ul style="list-style-type: none"> • Compliance with Legislation, Policy and Risk Assessment

EMERGENCY SERVICES AND BUILDING CONTROL			
Corporate Priority: Quality of Life and Well Being for All			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Protect Natural and Built Environment	<ul style="list-style-type: none"> Support Culture and Community Development Combating Social Disadvantage and Isolation 	<ul style="list-style-type: none"> Roscommon County Council will continue to provide Building Control, Fire Service and Civil Defence resources who each play a critical part in protecting our heritage and built environment and support the planning and management of public events with an effective and efficient emergency response that is always available Ensuring compliance with the Building Regulations, Construction Production Regulations and Energy Performance in Buildings Directive will have a major positive effect across the interdependent issues of social inclusion, equality, human rights, climate change mitigation and adaptation objectives and sustainable development 	<ul style="list-style-type: none"> F1: Cost per Capita of the Fire Service F2: Service Mobilisation F3: Percentage Attendance Times at Scenes P1: New Buildings Inspected (New Buildings Inspected as % of New Buildings Notified)

Corporate Priority: Economic and Community Development			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Developing and Promoting Enterprise and Job Creation.	<ul style="list-style-type: none"> Positive Promotion of the County Infrastructural Development 	<p>Roscommon County Council will provide professional advice to promote:</p> <ul style="list-style-type: none"> compliance with current Building Regulations for sustainable development objectives; and community and enterprise resilience to prevent, cope and protect against natural disaster and fire emergencies 	<ul style="list-style-type: none"> F1: Cost per Capita of the Fire Service F2: Service Mobilisation F3: Percentage Attendance Times at Scenes P1: New Buildings Inspected (New Buildings Inspected as % of New Buildings Notified)
Corporate Priority: Quality Service to Our People			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Value Customers & Good Governance	<ul style="list-style-type: none"> Leadership Customers Communication and Resources 	<ul style="list-style-type: none"> Roscommon County Council will examine the recommendations of the policy document <i>Keeping Communities Safe (2013) & Fire Safety in Ireland - Task Force Report (2019), Bringing Back Homes</i> (as published by the Department of Environment, Community & Local Government and the <i>Towards 2030</i> Draft Policy Document for Civil Defence Roscommon County Council Building Control systems shall be supported by the National Building Control Office and will facilitate the digital on-line Building Control Management System (BCMS) 	<ul style="list-style-type: none"> F1: Cost per Capita of the Fire Service F2: Service Mobilisation F3: Percentage Attendance Times at Scenes P1: New Buildings Inspected (New Buildings Inspected as % of New Buildings Notified)

HUMAN RESOURCES			
Corporate Priority: Quality of Life and Well Being for All			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Protect our Natural and Built Environment	Strive to make Roscommon climate-resilient and play a leadership role in transitioning to a decarbonised society, climate proofing our strategies, policies and procedures and actively engaging our citizens	<ul style="list-style-type: none"> Climate Adaptation Strategy 	<ul style="list-style-type: none"> Implementation of agreed actions to achieve organisational change
Support Cultural and Community Development	Ensure that all citizens irrespective of age, religion, mobility, culture or nationality are recognised as an integral part of our community and enjoy equal access to our services	<ul style="list-style-type: none"> Review recruitment procedures to maximise accessibility and inclusiveness 	<ul style="list-style-type: none"> Review undertaken and actions implemented
		<ul style="list-style-type: none"> Ensure that customer service is delivered with respect, courtesy, equality and inclusiveness 	<ul style="list-style-type: none"> Customer focused delivery of services
		<ul style="list-style-type: none"> Support the employment of people with disabilities and comply with the statutory 3% employment target 	<ul style="list-style-type: none"> Statutory target complied with
		<ul style="list-style-type: none"> Continue to facilitate Job Shadow Day and supported employment initiatives 	<ul style="list-style-type: none"> Facilitation of supported employment initiatives
	Support education, leisure, health & wellbeing and sport programmes and initiatives in partnership with all stakeholders to encourage participation and build a strong healthy and socially inclusive society	<ul style="list-style-type: none"> Continued facilitation of a fair, supportive and healthy working environment 	<ul style="list-style-type: none"> Delivery of Programmes to support a culture of dignity, respect and equality

Corporate Priority: Economic and Community Development			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Developing and Promoting Sustainable Enterprise and Job Creation	Promote economic development and job opportunities to maximise employment and development of future skills that meet the changing business environment	<ul style="list-style-type: none"> Continue to participate in Labour Activation Measures 	<ul style="list-style-type: none"> Number of Labour Activation Measures introduced and facilitated
Corporate Priority: Quality Service to our People			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Inspire Leadership	Ensure that elected members and staff are ambassadors for consultation, collaboration and engagement with communities and stakeholders	<ul style="list-style-type: none"> Enable and empower a motivated and committed workforce to provide quality services for all citizens and customers 	<ul style="list-style-type: none"> Customer focused delivery of services Delivery of customer service focused training programme
		<ul style="list-style-type: none"> Continue to deliver on the leadership role of local government under the reform programme 	<ul style="list-style-type: none"> Provision of adequate capacity and resources Develop a leadership training programme for staff
	Manage the organisation effectively working collaboratively with all stakeholders	<ul style="list-style-type: none"> Implement new business protocols and systems to improve efficiencies 	<ul style="list-style-type: none"> Delivery of policies, procedures and practices that underpin and support effective people development
		<ul style="list-style-type: none"> Implement new version of Core system as a pilot site and develop enhanced data analysis 	<ul style="list-style-type: none"> New version implemented across the organisation
	Develop efficient, effective and highly motivated staff through competency and knowledge development, career opportunities and the implementation of the Integrated Performance Management System	<ul style="list-style-type: none"> Implement the Local Authority People Strategy for the Management of Human Resources. 	<ul style="list-style-type: none"> Implementation of the Local Authority People Strategy
		<ul style="list-style-type: none"> Continue to implement the Integrated Performance Management System 	<ul style="list-style-type: none"> Completion of Annual Service Delivery Plan, Unit operational Plan & Individual Performance Plans

		<ul style="list-style-type: none"> • Manage and evaluate individual performance through the Individual Performance Plan (IPP) process 	<ul style="list-style-type: none"> • Mid-year Reviews and End of year evaluations
	Create a culture of continuous learning and development	<ul style="list-style-type: none"> • Provide a comprehensive, relevant and equitable Training Programme to enhance skills, competencies and knowledge of staff 	<ul style="list-style-type: none"> • Training Programme delivered
		<ul style="list-style-type: none"> • Ensure that Procedure Manuals are in place and reviewed and updated 	<ul style="list-style-type: none"> • Procedure Manuals developed
	Promote positive employee relations and engagement	<ul style="list-style-type: none"> • Maintain a stable industrial relations environment and ensure well developed communication channels 	<ul style="list-style-type: none"> • Number of issues resolved through agreed industrial relations processes and protocols
		<ul style="list-style-type: none"> • Continue implementation of the provisions of Public Service Agreements 	<ul style="list-style-type: none"> • Successful implementation of ongoing organisational change
Value our Customers	Foster consultation, collaboration and continuous improvement in all our engagement with our customers, communities and stakeholders	<ul style="list-style-type: none"> • Identify initiatives to improve the operation of the Human Resources Department and develop, review, update and implement HR Policies and Procedures as required 	<ul style="list-style-type: none"> • Policies and Procedures reviewed, updated and implemented
	Provide opportunities for customers to access our services through the use of digital technology and online services	<ul style="list-style-type: none"> • Develop Digital Transformation initiatives 	<ul style="list-style-type: none"> • Implementation of digital transformation initiatives
		<ul style="list-style-type: none"> • Participate in national working groups to further develop IT-based systems to enhance delivery of HR services 	<ul style="list-style-type: none"> • New systems identified and developed

	Promote a culture in the workplace where customers and staff are respected, valued and treated with dignity	<ul style="list-style-type: none"> • Delivery of customer care in line with policies focused on the needs of our customers and citizens 	<ul style="list-style-type: none"> • Customer service delivered in a timely and courteous manner
		<ul style="list-style-type: none"> • Create a fair, supportive and healthy working environment 	<ul style="list-style-type: none"> • Delivery of programmes to support a culture of dignity, respect and equality
	Promote the use of the Irish language by providing services, where possible, through Irish	<ul style="list-style-type: none"> • Delivery of services, where possible, through Irish 	<ul style="list-style-type: none"> • Compliance with the Official Languages Act, 2003
Efficient Use of Resources	Recruit, maintain and allocate staff resources in conjunction with our workforce plan to deliver our services in as efficient and effective manner	<ul style="list-style-type: none"> • Plan and deliver the organisations workforce requirements to sustain services and ensure that there are sufficient staffing levels to deliver Corporate objectives, manage skills development, knowledge transfer and business continuity. Attract, recruit and retain staff as required 	<ul style="list-style-type: none"> • Performance Indicator C1 – total number of whole-time equivalent employees
		<ul style="list-style-type: none"> • Redeploy and reassign staff as required to enhance overall organisational performance, optimise opportunities for all staff to improve their level of skills, competencies and knowledge 	<ul style="list-style-type: none"> • Implementation of staff redeployment/reassignment
		<ul style="list-style-type: none"> • Continued implementation of Attendance Management Policy, Protocols and Sick Leave Arrangements 	<ul style="list-style-type: none"> • Performance Indicator C2 – percentage of working days lost through sickness absence

	Promote and support the Safety, Health and Welfare of all our employees through the implementation of an organisation-wide Safety Management System	<ul style="list-style-type: none"> Comply with all requirements of the Safety, Health and Welfare at Work Act 2005 & regulations thereunder 	<ul style="list-style-type: none"> Compliance with Health and Safety legislation and policies
	Facilitate all staff to reach and maintain their full potential in the workplace through the promotion of mental, physical, emotional and psychological health and wellbeing	<ul style="list-style-type: none"> Create a fair, supportive and healthy working environment Develop and deliver a comprehensive staff wellbeing programme Continue the provision of an Employee Assistance Programme 	<ul style="list-style-type: none"> Delivery of wellbeing programme Delivery of Employee Assistance Programme Delivery of mentoring, support and development programmes
	Ensure compliance with public spending code, procurement policies and best practice in achieving value for money	<ul style="list-style-type: none"> Comply with all relevant guidelines & monitor budgets on an ongoing basis 	<ul style="list-style-type: none"> Compliance with all relevant guidelines
	Benchmark against NOAC indicators	<ul style="list-style-type: none"> Collation of data and completion of Annual Returns in respect of Performance Indicators 	<ul style="list-style-type: none"> All returns completed within necessary timeframes
Good Governance	Continual implementation of the Ethics Register, Code of Conduct, GDPR, FOI and Child Protection Policies	<ul style="list-style-type: none"> Comply with Data Protection Provisions under GDPR legislation 	<ul style="list-style-type: none"> Compliance with GDPR legislative provisions
		<ul style="list-style-type: none"> Comply with FOI requests 	<ul style="list-style-type: none"> Compliance with FOI legislative provisions

		<ul style="list-style-type: none"> • Comply with Child Safeguarding provisions 	<ul style="list-style-type: none"> • Child Safeguarding statements to be completed in respect of each service area and Risk Assessments for each service area
			<ul style="list-style-type: none"> • Implementation of Garda Vetting Policy/Guidelines
	Provide assurance through delivery of best practice in Corporate Governance, Risk Management, Financial Management and Audit Systems	<ul style="list-style-type: none"> • Review HR procedures to ensure best practice in Corporate Governance 	<ul style="list-style-type: none"> • Review undertaken

**TOURISM, COMMUNITY AND ENTERPRISE, SPECIAL PROJECTS AND REGENERATION,
ARTS AND LIBRARIES**

COMMUNITY AND ENTERPRISE AND SOCIAL INCLUSION			
Corporate Priority: Quality of Life and Well Being for All			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Protect our Natural and Built Environment	Protect the unique built and cultural heritage of our County through supporting heritage programmes and working in association with all stakeholders	<ul style="list-style-type: none"> Support the implementation of the County Roscommon Heritage Plan 2017-2021 	<ul style="list-style-type: none"> Host 4 Heritage Forum meetings / year Implement the annual heritage work programme
		<ul style="list-style-type: none"> Support the operation of the Built Heritage Investment Scheme and the Historic Structures Fund 	<ul style="list-style-type: none"> Grants allocated, conservation works completed and funding recouped
		<ul style="list-style-type: none"> Support community groups to help them achieve their heritage projects (Strategic Goal 2 County Roscommon Heritage Plan 2017-2021) 	<ul style="list-style-type: none"> Support Rindoon as part of the Irish Walled Towns Network Support the Kiltewan Church Conservation project
		<ul style="list-style-type: none"> Support the Promotion of Rathcroghan as one of the Royal Sites of Ireland 	<ul style="list-style-type: none"> Support the provision of archaeological advice to the farming Rathcroghan EIP project Support the Táin March Festival and its associated schools projects
		<ul style="list-style-type: none"> Promote the care, conservation and recording of historic graveyards (Strategic Goal 6 of the County Roscommon Heritage Plan 2017-2021) 	<ul style="list-style-type: none"> Maintain, update and promote www.roscommonco.ie/cemeteries Conservation specifications and schedule of works for 2 masonry ruins

		<ul style="list-style-type: none"> Promote awareness of Biodiversity (Strategic Goal 7 of the County Roscommon Heritage Plan 2017-2021) 	<ul style="list-style-type: none"> County Roscommon Swift Survey World Wetlands Day
		<ul style="list-style-type: none"> Collect and disseminate heritage information (Strategic Goal 8 of the County Roscommon Heritage Plan 2017-2021) 	<ul style="list-style-type: none"> Roscommon Heritage Research Bursary Support County Roscommon Folklore and Oral History Network
	Strive to make Roscommon climate resilient and play a leadership role in transitioning to a decarbonised society, climate proofing our strategies, policies and procedures and actively engaging our citizens	<ul style="list-style-type: none"> Support Objective G5 Action 7 of the Roscommon County Council Climate Change Adaptation Strategy 2019-2024 – Support the implementation of the All Ireland Pollinator Plan in County Roscommon 	<ul style="list-style-type: none"> Roscommon County Council signed up as a partner to the All-Ireland Pollinator Plan Let's get Buzzing Pollinator Award for Schools and Cemeteries
Support Cultural and Community Development	Support the role of the Public Participation Network (PPN) and the Joint Policing Committee (JPC) Local Community Development Committees, SICAP, youth and voluntary organisations in building community engagement and capacity through consultation and partnership	<ul style="list-style-type: none"> Create public awareness and promote increased participation in the development of local authority led plans and initiatives 	<ul style="list-style-type: none"> Annual Work Plans agreed and delivered Number of engagements by the Council with PPN, JPC and LCDC Number of organisations signed up to PPN as part of Social Inclusion College NOAC Y2
		<ul style="list-style-type: none"> Lead and promote community and local development through the preparation and implementation of the Local Economic and Community Plan 	<ul style="list-style-type: none"> Key priorities delivered within timeframes set out in implementation plan

		<ul style="list-style-type: none"> Support the operation and function of the Local Community Development Committee (LCDC) 	<ul style="list-style-type: none"> Key priorities in delivering the Local Development Strategy and SICAP through Roscommon County Council and Roscommon Leader Partnership
	Continue our strategic, proactive approach to the creation of attractive vibrant towns and villages in partnership with communities and supported by relevant government funds and resources	<ul style="list-style-type: none"> Support National Heritage Week 	<ul style="list-style-type: none"> Organise 5 events for National Heritage Week Encourage community groups to organise events for National Heritage Week Promote National Heritage Week events in the county
		<ul style="list-style-type: none"> Support the Town Team Structure 	<ul style="list-style-type: none"> Provision of liaison officer Attendance at quarterly meetings
		<ul style="list-style-type: none"> Implementation of Community Grant Schemes 	<ul style="list-style-type: none"> Promote and distribute; Amenity Grants 2020; CEP; CLAR
	Ensure that all citizens irrespective of age, religion, mobility, culture or nationality are recognised as an integral part of our community and enjoy equal access to our services	<ul style="list-style-type: none"> Development of County Roscommon Migrant Integration Strategy 2021-2025 	<ul style="list-style-type: none"> Develop TOR for Development of Strategy and Working Group Engage Consultant to assist with development of Strategy Hold a number of Public Consultation Meetings

	Support and promote the development of transport initiatives for rural areas by working in conjunction with transport providers to improve standards and travel times	<ul style="list-style-type: none"> Continued development of innovative timetables and routes to provide access to public services and transportation links 	<ul style="list-style-type: none"> Identification of suitable locations for Bus Stops in County Roscommon in partnership with Local Link
	Support education, leisure, health and wellbeing and sport programmes and initiatives in partnership with all stakeholders to encourage participation with all stakeholders to encourage participation and build a strong healthy and socially inclusive society	<ul style="list-style-type: none"> Liaise with, Support and Promote the work of the Sports Development Officers: FAI; GAA; LGFA, Connacht and Roscommon Sports Partnership 	<ul style="list-style-type: none"> Review HOA each year Ensure that payment of Council's Support Contribution is processed in a timely manner Promote activities through National Social Inclusion Day/Recreation Week/Play Day/Bike Week
	Provide art, library and recreation facilities to promote creativity and foster lifelong engagement with these services	<ul style="list-style-type: none"> Implement Creative Ireland and Arts Plans for 2020 	<ul style="list-style-type: none"> Delivery of Creative Ireland Roscommon Programme within budget as agreed by C/I Team Ensure the arts office programme is delivered in line with the guiding principles of the Arts Plan

		<ul style="list-style-type: none"> Develop, deliver and support a vibrant year-round programme of cultural events in Local Authority venues and communities throughout the county 	<ul style="list-style-type: none"> Deliver a year round programme in Roscommon Arts Centre and seasonally within King House and the Douglas Hyde Centre Co-ordinate a programme of events for Culture Night and as part of Creative Ireland Support the delivery of community based cultural activity with the provision of funding and other supports to artists, festivals, and groups to enable events take place at a local level
		<ul style="list-style-type: none"> Provide and deliver a range of supports to artists that enables them to create, develop and present work 	<ul style="list-style-type: none"> Provide a range of supports to artists/ practitioners at all stages of their careers via funding, access to resources, mentoring, residency, commissioning, co-producing and presentation opportunities

		<ul style="list-style-type: none"> Develop opportunities for the public to actively engage with the arts by championing the development and delivery of artist-led programmes 	<ul style="list-style-type: none"> Make public engagement opportunities central to any artist residencies during 2020
	Promote Age Friendly and Healthy Ireland initiatives	<ul style="list-style-type: none"> Implementation of identified priority actions under Healthy Ireland 	<ul style="list-style-type: none"> Carry out initiatives as identified in the Healthy Roscommon Plan in conjunction with the LCDC's Healthy and Well Being Sub Committee Promote and support Healthy Ireland Funding Streams as announced by Pobal
		<ul style="list-style-type: none"> Implementation of identified priority actions under Age Friendly Ireland 	<ul style="list-style-type: none"> Development of New Age Friendly Strategy to commence Public consultations to be held including input from relevant stakeholders Review of existing initiatives to be carried out Continue to roll out Age Friendly Initiatives as identified by Age Friendly Ireland

	Ensure the arts, the creative sector and libraries play a major role in supporting the cultural and community development of the county	<ul style="list-style-type: none"> Implement Creative Ireland Arts Plan for 2020 	<ul style="list-style-type: none"> Delivery of Creative Ireland Roscommon Programme within budget as agreed by C/I Team Co-ordinate a programme of events for Culture Night and as part of Creative Ireland
		<ul style="list-style-type: none"> Develop, deliver and support a vibrant year-round programme of cultural events in Local Authority venues and communities throughout the county including King House and the Douglas Hyde Centre 	<ul style="list-style-type: none"> Ensure the arts office programme is delivered in line with the guiding principles of the Arts Plan Support the delivery of community based cultural activity with the provision of funding and other supports to artists, festivals and groups to enable events take place at a local level
		<ul style="list-style-type: none"> Provide and deliver a range of supports to artists that enables them to create, develop and present work 	<ul style="list-style-type: none"> Provide a range of supports to artists/ practitioners at all stages of their careers via funding, access to resources, mentoring, residency, commissioning, co-producing and presentation opportunities

		<ul style="list-style-type: none"> Develop opportunities for the public to actively engage with the arts by championing the development and delivery of artist-led programmes 	<ul style="list-style-type: none"> Make public engagement opportunities central to any artist residencies during 2020
Corporate Priority: Economic and Community Development			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Positive Promotion of the County	Optimise Roscommon as a tourist destination through marketing, expanding visitor experience, product development, events and tourism exhibitions	<ul style="list-style-type: none"> Implementation of the Tourism Strategy of Statement and Work plan 2017 -2022 	<ul style="list-style-type: none"> Implement tourism branding on all tourism associated signage and map boards Implement the Annual Festivals and Events Fund Implement the tourism ORIS Schemes Attend 4 Tourism Trade Events Update Tourism and Roscommon Walks Brochures Development of promotion stands for Attractions and Activities Development of marketing material in Casey's Roscommon and other Development of 4 Promotional videos and Marketing Material Work with RRO, Coillte, IWAK, local community etc. on the development of quality visitor experiences

	Roscommon County Council will be a key stakeholder in the development and implementation of the Hidden Heartlands, River Shannon Masterplan, Beara Breifne Way and the Lough Key Forest and Activity Park Masterplan	<ul style="list-style-type: none"> Actively participate in all networking and public consultation 	<ul style="list-style-type: none"> Use of Irelands Hidden Heartlands logo on all tourism print and online material Accommodate public consultation of the Shannon Masterplan and Beara Breifne Way
	Promote tourist attractions and activities to maintain sustainable growth in tourism revenue and employment in both public and private sectors	<ul style="list-style-type: none"> Provide information to all tourism trade providers 	<ul style="list-style-type: none"> Host 2 Roscommon Tourism Network Meetings Host County and intercountry Tourism Trade Networking events Updating of tourism trade details and upcoming events on www.visitroscommon.ie Work with Fáilte Ireland and Irelands Hidden Heart on product development and funding opportunities, including Destination Town in Boyle
	Promote culture, heritage and the river and lake landscape character of Roscommon as a place to visit	<ul style="list-style-type: none"> Work with all relevant regional and local bodies on the promotion of County Roscommon 	<ul style="list-style-type: none"> Number of visitors to www.visitroscommon.ie and the associated social media sites Number of visitors to tourism attractions and activities

	Work with stakeholders in the development and provision of designated Greenway cycle and walking networks to support tourism, recreation and maximising the associated health benefits	<ul style="list-style-type: none"> Review the Potential for Greenway development within the county 	<ul style="list-style-type: none"> Liaise with Coillte, Bord Na Mona, Failte Ireland and other relevant stakeholders on potential Greenway development and associated funding
Developing Sustainable Infrastructure to Cater for the Future Needs of the County	Continue collaboration with regional local authorities and state agencies as shareholders in Ireland West Airport Knock to ensure continues development of this major infrastructural asset as a critical driver of economic and tourism development	<ul style="list-style-type: none"> Actively participate in Stakeholder engagement 	<ul style="list-style-type: none"> Attend IWAK Stakeholder meetings
		<ul style="list-style-type: none"> Liaise with Airport tourism staff on marketing of Roscommon thorough IWAK 	<ul style="list-style-type: none"> Provision of tourism marketing material for Discovery Arrivals area Contribute funding towards Seasonal Tourism Information Staff
	Ensure that the property and assets of Roscommon County Council are managed in a manner which maximises their present and future potential	<ul style="list-style-type: none"> Apply for funding under the Historic Structures Fund 	<ul style="list-style-type: none"> Funding secured. Conservation works carried out in accordance with best conservation practice, funding recouped
		<ul style="list-style-type: none"> Ongoing Maintenance and management of King House, Douglas Hyde Centre and Roscommon Arts Centre 	<ul style="list-style-type: none"> Resource The Council's cultural facilities to ensure ongoing maintenance and management

Corporate Priority: Quality Service to our People			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Inspire Leadership	Support our elected members in their representational role to ensure effective policy making	<ul style="list-style-type: none"> Dissimination of information to Members to support policy decision and implementation 	<ul style="list-style-type: none"> Presentation of Policies at S.P.C. meetings
	Develop efficient, effective and highly motivated staff through competency and knowledge development, career opportunities and the implementation of our Integrated Performance Management system.	<ul style="list-style-type: none"> Improve staff morale through capacity building and skills enhancement to ensure a highly motivated, engaged, innovative and flexible workforce 	<ul style="list-style-type: none"> Highly motivated, engaged, innovative and flexible workforce Monitor and meet internal targets in relation to team and individual performance
Value our Customers	Foster consultation, collaboration and continuous improvement in all our engagement with our customers, communities and stakeholders	<ul style="list-style-type: none"> Foster a culture of cross departmental co-operation 	<ul style="list-style-type: none"> Level of co-operation and efficiencies
		<ul style="list-style-type: none"> Develop effective internal communication systems and procedures 	<ul style="list-style-type: none"> Meet internal targets and continue to ensure communication is improved at all levels
	Provide opportunities for customers to access our services through the use of digital technology and online services	<ul style="list-style-type: none"> Promote use of online services for Heritage Research Bursary and Amenity Grants 	<ul style="list-style-type: none"> Support communities in the use of new online services Maintain and develop communications through social media, print and broadcast media in line with Roscommon County Council guidelines
Efficient Use of Resources	Facilitate all staff to reach and maintain their full potential in the workplace through the promotion of mental, physical, emotional and psychological health and well being	<ul style="list-style-type: none"> Engage with and support staff to facilitate this measure 	<ul style="list-style-type: none"> Delivery through meetings, health and wellbeing initiatives and I.P.M.

	Benchmark against NOAC indicators	<ul style="list-style-type: none"> • Report NOAC Indicators Annually 	<ul style="list-style-type: none"> • NOAC Y1 – Participation in Comhairle na nOg Programme • NOAC Y2 – Groups Registered with the PPN
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ECONOMIC REGENERATION			
Corporate Priority: Quality of Life and Well Being for All			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Protect our Natural and Built Environment	Protect the unique built and cultural heritage of our County through supporting heritage programmes and working in association with all stakeholders	<ul style="list-style-type: none"> Implement the Heritage Town Initiative (HTI) for Roscommon town 	<ul style="list-style-type: none"> Compliance with letter of Offer
		<ul style="list-style-type: none"> Work with Keadue community in preparation for their Entente Florale competition 	<ul style="list-style-type: none"> Meet the deadlines for the various stages and quality of submission
	Strive to make Roscommon climate-resilient and play a leadership role in transitioning to a decarbonised society, climate proofing our strategies, policies and procedures and actively engaging our citizens	<ul style="list-style-type: none"> Implement public realm enhancements under URDF, RRDF, ORIS and TVR which promote walking and cycling as alternative modes of transport 	<ul style="list-style-type: none"> Successful implementation in accordance with letters of offer
Support Cultural and Community Development	Continue our strategic, pro-active approach to the creation of attractive, vibrant towns and villages in partnership with communities supported by relevant government funds and resources	<ul style="list-style-type: none"> Implement town and village enhancements under URDF, RRDF, ORIS and TVR to enhance the attractiveness of our towns and villages 	<ul style="list-style-type: none"> Successful implementation in accordance with letters of offer
	Provide art, library and recreation facilities to promote creativity and foster lifelong engagement with these services	<ul style="list-style-type: none"> Provide enhanced recreation facilities under national schemes such as ORIS 	<ul style="list-style-type: none"> Successful implementation in accordance with letters of offer

Corporate Priority: Economic and Community Development

Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Developing and Promoting Sustainable Enterprise and Job Creation	Promote Roscommon as a location in which to invest in business	<ul style="list-style-type: none"> Promote the attractiveness of the county, its businesses and quality of life through Roscommon Bound - Global Rossie Strategy 	<ul style="list-style-type: none"> Successful implementation of agreed actions in Roscommon Bound Strategy
		<ul style="list-style-type: none"> Develop the infrastructure to encourage inward investment e.g. Monksland Life Sciences Hub and Soft Landing Space, Castlerea Food Hub, Boyle Innovation Centre and public realm enhancement schemes 	<ul style="list-style-type: none"> Successful implementation in accordance with letters of offer
	Develop high quality infrastructure amenities and public realm that support investment and sustainable communities	<ul style="list-style-type: none"> Implement public realm enhancements under URDF, RRDF, ORIS and TVR which promote investment in local communities 	<ul style="list-style-type: none"> Successful implementation in accordance with letters of offer
	Promote economic development and job opportunities to maximise employment and development of future skills that meet the changing business environment	<ul style="list-style-type: none"> Provide the economic infrastructure to encourage job creation through e.g. Monksland Life Sciences Hub and Soft Landing Space, Castlerea Food Hub, Boyle Innovation Centre 	<ul style="list-style-type: none"> Successful implementation in accordance with letters of offer
		<ul style="list-style-type: none"> Utilise the Roscommon Bound website and media platforms to promote economic job opportunities that exist and have the potential to exist in the County 	<ul style="list-style-type: none"> Regular updating of Roscommon Bound website and media platforms
		<ul style="list-style-type: none"> Participate in the Atlantic Economic Corridor (AEC) project along with other stakeholders to promote the economic development opportunities in the county and region 	<ul style="list-style-type: none"> Actively input into AEC initiatives

Positive Promotion of the County	Optimize Roscommon as a tourist destination through marketing, expanding visitor experience, product development, events and tourism exhibitions	<ul style="list-style-type: none"> Promote the attractions of Roscommon through the Roscommon Bound - Global Rossie project 	<ul style="list-style-type: none"> Successful implementation of agreed actions in Roscommon Bound Strategy
		<ul style="list-style-type: none"> Contribute to product development through enhancement of town centres, development of outdoor recreation infrastructure and engagement with communities through Community Planning process 	<ul style="list-style-type: none"> Successful implementation of funded projects in accordance with letter of offer
	Promote culture, heritage and the river and lake landscape character of Roscommon as a place to visit	<ul style="list-style-type: none"> Showcase our culture, heritage and landscape to the Global Rossie Family to encourage them to reconnect with our County 	<ul style="list-style-type: none"> Successful implementation of agreed actions in Roscommon Bound Strategy
		<ul style="list-style-type: none"> Develop "Roscommon Influencer" projects to encourage widespread awareness of all that is great about our county 	<ul style="list-style-type: none"> Successful rollout of Roscommon Influencer project
Developing Sustainable Infrastructure to Cater for the Future Needs of the County	Pursue funding and support the development of Community Digital Work Hubs and "Hot Desking" facilities around the County	<ul style="list-style-type: none"> Implement funded projects "Hot Desking" facilities around the County 	<ul style="list-style-type: none"> Successful implementation of funded projects in accordance with letter of offer
	Maximise the potential of all funding opportunities for the maintenance and further development of the County's infrastructure	<ul style="list-style-type: none"> Research, prepare and submit applications to the various funding streams available e.g. URDF, RRDF, TVR, ORIS etc. 	<ul style="list-style-type: none"> Ensure projects are ready for submission to funding streams

ENTERPRISE DEVELOPMENT – LOCAL ECONOMIC OFFICE

Corporate Priority: Economic and Community Development

Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Developing and Promoting Sustainable Enterprise and Job Creation	Promote Roscommon as a location in which to invest in business	<ul style="list-style-type: none"> Engage with Enterprise Ireland and IDA to promote Roscommon as a business location 	<ul style="list-style-type: none"> Number of meetings
		<ul style="list-style-type: none"> Promote the sales of Roscommon County Council industrial sites to suitable businesses 	<ul style="list-style-type: none"> Number of sites sold
		<ul style="list-style-type: none"> Develop and maintain a database of vacant commercial premises 	<ul style="list-style-type: none"> Completion of database
	Develop and support business through Local Enterprise Office and all key development agencies	<ul style="list-style-type: none"> Deliver funding for business through M1 grants 	<ul style="list-style-type: none"> Number of M1 applications Number of grants approved Projected jobs created related to grant awards Average cost per job Number of jobs created in LEO supported businesses
		<ul style="list-style-type: none"> Provide targeted training to support businesses 	<ul style="list-style-type: none"> Number of people trained
		<ul style="list-style-type: none"> Deliver mentoring programmes to support businesses 	<ul style="list-style-type: none"> Number of businesses supported
		<ul style="list-style-type: none"> Increase the profile of Roscommon Business by assisting them display at the National Ploughing Championships and Showcase 	<ul style="list-style-type: none"> Number of businesses supported

		<ul style="list-style-type: none"> • Provide Technical Assistance for Micro-Exporters funding to help business start their export journey 	<ul style="list-style-type: none"> • Number of businesses supported
		<ul style="list-style-type: none"> • Provide a First Stop Shop for Business Enquiries 	<ul style="list-style-type: none"> • Number of enquiries dealt with
		<ul style="list-style-type: none"> • Facilitate access to alternative funding sources for business 	<ul style="list-style-type: none"> • Number of microfinance applications
		<ul style="list-style-type: none"> • Provide a Progression Pathway for high potential start-ups to Enterprise Ireland 	<ul style="list-style-type: none"> • Number of clients transferred
	Stimulate residential and commercial development in our towns and villages through collaboration with communities and government agencies	<ul style="list-style-type: none"> • Co-operate with Roscommon Leader Partnership to support commercial development 	<ul style="list-style-type: none"> • Participate in Leader Evaluation
		<ul style="list-style-type: none"> • Support Community lead economic initiatives 	<ul style="list-style-type: none"> • Target support to business networks and community festivals
	Deliver high quality infrastructure amenities and public health realm that support investment and sustainable communities	<ul style="list-style-type: none"> • Assist with the delivery of Economic Infrastructure Projects at Monksland Innovation Centre and Castlerea Food Hub 	<ul style="list-style-type: none"> • Delivery of projects in accordance with schedule
		<ul style="list-style-type: none"> • Promote remote working and manage "The Cube" remote working facility 	<ul style="list-style-type: none"> • Number of desk spaces provided

	Promote economic development and job opportunities to maximize employment and development of future skills that meet the changing business environment	<ul style="list-style-type: none"> • Work with Regional Skills West to develop new programmes. 	<ul style="list-style-type: none"> • Number of programmes delivered
		<ul style="list-style-type: none"> • Promote and Deliver Trading Online Voucher Scheme 	<ul style="list-style-type: none"> • Number of applications
		<ul style="list-style-type: none"> • Deliver a Student Enterprise Programme in partnership with Second level schools 	<ul style="list-style-type: none"> • Number of schools and students participating
		<ul style="list-style-type: none"> • Promotion of Female Entrepreneurship through the provision of targeted gender specific programmes 	<ul style="list-style-type: none"> • Number of clients supported
	Promote the sustainable use of the County's natural resources as a key component of developing enterprise and tourism opportunities	<ul style="list-style-type: none"> • Work with USEFE to promote regional tourism and economic development projects 	<ul style="list-style-type: none"> • Number of meetings
		<ul style="list-style-type: none"> • Participate in Just Transition project 	<ul style="list-style-type: none"> • Identify a suitable project for funding application
	Support businesses to be competitive, innovative, to meet the challenges of a changing business environment and the uncertainty of the impact of Brexit	<ul style="list-style-type: none"> • Promote Business efficiency through programmes such as LEAN, Productivity Vouchers etc. 	<ul style="list-style-type: none"> • Number of Businesses on LEAN programme • Number of businesses awarded Productivity/ Business Continuity Vouchers in light of Covid-19
		<ul style="list-style-type: none"> • Identify and deliver sectoral specific supports 	<ul style="list-style-type: none"> • Number of supports delivered

		<ul style="list-style-type: none">• Deliver Brexit supports including specific mentoring and training	<ul style="list-style-type: none">• Number of businesses Supported
		<ul style="list-style-type: none">• Promote Innovation through award of Feasibility Study grants, Agile Funding and Innovation Vouchers	<ul style="list-style-type: none">• Number of Feasibility Grant Applications• No. of Agile Application
		<ul style="list-style-type: none">• Develop and deliver a support to help business become more efficient through energy efficiency	<ul style="list-style-type: none">• Implement Lower Carbon Lower Cost Initiative
Corporate Priority: Quality Service to our People			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Inspire Leadership	Support our elected members in their representational role to ensure effective policy making	<ul style="list-style-type: none">• Provide information to Members to support policy decision and implementation	<ul style="list-style-type: none">• Presentation of policies at S.P.C. meetings.
		<ul style="list-style-type: none">• Support the Economic Development SPC	<ul style="list-style-type: none">• Number of meetings
	Develop efficient, effective and highly motivated staff through competency and knowledge development, career opportunities and the implementation of our Integrated Performance Management system	<ul style="list-style-type: none">• Build capacity by making available appropriate staff training and development	<ul style="list-style-type: none">• Monitor and meet internal targets in relation to team and individual performance.

Value our Customers	Foster consultation, collaboration and continuous improvement in all our engagement with our customers, communities and stakeholders	<ul style="list-style-type: none"> • Liaise with other Development agencies and co-operate with regional partners to deliver services to clients 	<ul style="list-style-type: none"> • Number of collaborative programmes
		<ul style="list-style-type: none"> • Develop effective internal communication systems and procedures 	<ul style="list-style-type: none"> • Meet internal targets and continue to ensure communication is improved at all levels.
	Provide opportunities for customers to access our services through the use of digital technology and online services	<ul style="list-style-type: none"> • Maintain current information on website and promote LEO supports through social media 	<ul style="list-style-type: none"> • Grow social media presence
Efficient Use of Resources	Facilitate all staff to reach and maintain their full potential in the workplace through the promotion of mental, physical, emotional and psychological health and well being	<ul style="list-style-type: none"> • Engage with and support staff to facilitate this measure 	<ul style="list-style-type: none"> • Delivery through meetings, health and wellbeing initiatives and I.P.M.
	Benchmark against NOAC indicators	<ul style="list-style-type: none"> • Report NOAC Indicators Annually 	<ul style="list-style-type: none"> • NOAC J1- Job creation • NOAC J2 – Trading Online Vouchers • NOAC J3- Mentoring Provided

LIBRARY SERVICES			
Corporate Priority: Quality of Life and Well Being for All			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Support Cultural and Community Development	Ensure that all citizens irrespective of age, religion, mobility, culture or nationality are recognised as an integral part of our community and enjoy equal access to our services	<ul style="list-style-type: none"> Development of a lending collection of sensory equipment Accessibility should be included as part of library development plan 	<ul style="list-style-type: none"> Engagement with the sensory collection Addressed in the Library Development Plan
	Provide art, library and recreation facilities and foster lifelong engagement with these services	<ul style="list-style-type: none"> Manage the provision of Library Services Develop marketing tools to promote the wide range of library services Deliver a 5 year Library Development Plan 	<ul style="list-style-type: none"> NOAC L1 A – Number of visits to libraries NOAC L1 B – Numbers of items issued NOAC L1 C – number of registered library members Library Development Plan Published
	Promote Age Friendly and Healthy Ireland initiatives	<ul style="list-style-type: none"> Explore strategic partnerships whilst continuing the delivery and development of the Healthy Ireland at Your Library Programme Actively participate in Age Friendly initiatives and strategies 	<ul style="list-style-type: none"> Engagement with Healthy Ireland Programme. Age friendly initiatives delivered
Corporate Priority: Economic and Community Development			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Developing and Promoting Sustainable Enterprise and Job Creation	Promote economic development and job opportunities to maximize employment and development of future skills that meet the changing business environment	<ul style="list-style-type: none"> Delivery of Work Matters programme Collaboration with Local Enterprise office and other partners in delivering events and information provision in libraries 	<ul style="list-style-type: none"> National Work Matters targets Number of events delivered e.g. Enterprise week
Developing Sustainable Infrastructure to Cater for the Future Needs of	Implement free public space access to Wi-Fi connectivity for citizens across our towns and villages	<ul style="list-style-type: none"> Provision of free Wi-Fi / computer facilities in library branches 	<ul style="list-style-type: none"> Use of computer facilities in libraries

the County	Ensure that the property and assets of Roscommon County Council are managed in a matter which maximises their present and future potential	<ul style="list-style-type: none"> Review of assets register 	<ul style="list-style-type: none"> Accurate assets register
	Maximise the potential of all funding opportunities for the maintenance and further development of the County's infrastructure	<ul style="list-style-type: none"> Engage with suitable funding opportunities for the maintenance and development of library services 	<ul style="list-style-type: none"> Funding secured
Corporate Priority: Quality Service to our People			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Inspire Leadership	Facilitate our elected members through the provision of timely information, training and facilities, and by supporting all political structures and committees	<ul style="list-style-type: none"> Effective communication of updates relating to service provision 	<ul style="list-style-type: none"> Actively engaging with the Economic Development an Enterprise Support (including Tourism Culture and Libraries) SPC Quarterly Management Reports
	Manage the organisation effectively working collaboratively with all stakeholders	<ul style="list-style-type: none"> Work with existing and explore the development of new partners for collaborative opportunities 	<ul style="list-style-type: none"> Delivery of collaborative programmes
	Develop efficient, effective and highly motivated staff through competency and knowledge development, career opportunities and the implementation of our Integrated Performance Management System	<ul style="list-style-type: none"> Work with Human Resources and outside agencies on the approval of new Workforce Plan for the service Implement the Integrated Performance Management System 	<ul style="list-style-type: none"> Implementation of library workforce plan IPPs are carried out in line with IPM
	Create a culture of continuous learning and development	<ul style="list-style-type: none"> Engage with a national skills audit for library staff through the LGMA Delivery of staff training Where possible, providing CPD training for staff 	<ul style="list-style-type: none"> No of training days CPD opportunities
	Promote the use of the Irish language by providing service, where possible, through Irish	<ul style="list-style-type: none"> Explore opportunities to deliver Irish language events in libraries 	<ul style="list-style-type: none"> Number of Irish language events

Value Our Customers	Provide opportunities for customers to access our service through the use of digital technology and online services	<ul style="list-style-type: none"> • Continue to develop and promote eLibrary services • Delivery of National Library Management System (LMS) • Explore digital transformation opportunities for library processes 	<ul style="list-style-type: none"> • Number of items borrowed /accessed electronically • Implementation / development of LMS • Changes to processes
	Promote a culture in the workplace where customers and staff are respected, valued and treated with dignity	<ul style="list-style-type: none"> • Addressing customer service concerns • Participation in Customer Service Action Plan meetings 	<ul style="list-style-type: none"> • Customer Charter
Efficient Use of Resources	Promote and Support Safety, Health and Welfare of all employees through the implementation of an organisation-wide Safety Management System	<ul style="list-style-type: none"> • Comply with all requirements of the Safety Health and Welfare at Work Act 2005 and regulations 	<ul style="list-style-type: none"> • Compliance with legislation and policies
	Ensure compliance with public spending code, procurement policies and best practice in achieving value for money	<ul style="list-style-type: none"> • Following procurement guidelines • Monitoring of Revenue and Capital Codes 	<ul style="list-style-type: none"> • Operating within the agreed budget
Good Governance	Continual implementation of the Ethics Register, Code of Conduct, GDPR, FOI and Child Protection Policies	<ul style="list-style-type: none"> • Comply with requirements with ongoing monitoring and review 	<ul style="list-style-type: none"> • Implementation of child protection requirements • Actions dealt with
	Provide assurance through the delivery of best practice in Corporate Governance, Risk Management, Financial Management and Audit Systems	<ul style="list-style-type: none"> • Comply with corporate governance requirements 	<ul style="list-style-type: none"> • Submission of reports

**HOUSING, DIGITAL TRANSFORMATION, PLANNING, HEAD OF FINANCE
AND ROSCOMMON MUNICIPAL DISTRICT**

HOUSING AND BUILDING			
Corporate Priority: Quality of Life and Well-being for All			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Protect our Natural and Built Environment	Provide for the safety and welfare of people in and about buildings, to facilitate the special needs of disabled persons and for the conservation of fuel and energy in protecting the environment	<ul style="list-style-type: none"> Improve energy efficiency of local authority housing stock 	<ul style="list-style-type: none"> Avail of available funding and systematically up-grade poorest performing housing units (BER)
		<ul style="list-style-type: none"> Address impact of new housing construction projects on environment 	<ul style="list-style-type: none"> % of new developments where AA/EIS Screening were carried out and findings incorporated into the scheme (Part VIII) % private developments complying with Part V requirements
Support Cultural and Community Development	Continue our strategic, pro-active approach to the creation of attractive vibrant towns and villages in partnership with communities and supported by relevant government funds and resources	<ul style="list-style-type: none"> Minimise the number of vacant stock 	<ul style="list-style-type: none"> Indicator value exceeded H2
		<ul style="list-style-type: none"> Manage average cost of refurbishment (re-letting) works to ensure VFM, compliance with standards and procurement requirements 	<ul style="list-style-type: none"> Indicator value exceeded H3B
		<ul style="list-style-type: none"> Maintain local authority housing stock (routine and planned management programmes, insurance, etc.) 	<ul style="list-style-type: none"> Improve indicator value H4 Introduce pilot condition survey to facilitate planned maintenance measures
		<ul style="list-style-type: none"> Encourage the formation of residents' associations 	<ul style="list-style-type: none"> Number of associations formed Number of actions initiated

		<ul style="list-style-type: none"> Support and enable tenants through provision of orientation training, Tenant Handbook and Tenant Liaison Officer initiatives 	<ul style="list-style-type: none"> % receiving new tenant training Distribute new Tenant Handbook
		<ul style="list-style-type: none"> Maintain public spaces in Council owned estates and Traveller-specific housing estates 	<ul style="list-style-type: none"> Inspection records
		<ul style="list-style-type: none"> Respond (as landlord) to reports of anti-social behaviour 	<ul style="list-style-type: none"> Number of instances/outcomes
	Ensure high quality social housing is delivered as part of the Government Strategy Rebuilding Ireland – Action Plan for Housing and Homelessness	<ul style="list-style-type: none"> Capture applications in a timely manner 	<ul style="list-style-type: none"> % of valid applications processed within 12 weeks
		<ul style="list-style-type: none"> Carry out annual housing needs assessment 	<ul style="list-style-type: none"> Comply with deadline requirements
		<ul style="list-style-type: none"> Add additional social housing units to local authority stock 	<ul style="list-style-type: none"> Rebuilding Ireland targets achieved
		<ul style="list-style-type: none"> Reduce the average time between tenancies (from date of vacancy to date of new tenancy) 	<ul style="list-style-type: none"> Indicator value exceeded H3A
		<ul style="list-style-type: none"> Promote the RAS scheme as appropriate (HAP is the default scheme) 	<ul style="list-style-type: none"> Number of tenants versus Rebuilding Ireland targets
		<ul style="list-style-type: none"> Promote Housing Assistance Payment scheme (HAP) 	<ul style="list-style-type: none"> HAP scheme operating at agreed Department levels (Rebuilding Ireland targets)
		<ul style="list-style-type: none"> Progress the Capital Housing Programme (Rebuilding Ireland 2018-2021 pipeline) 	<ul style="list-style-type: none"> Capital Project 59 week programme versus Rebuilding Ireland targets
		<ul style="list-style-type: none"> Progress acquisitions and Buy and Renew Scheme 	<ul style="list-style-type: none"> Utilise AHBs to strategically acquire social housing units (acquisition programme for LAs has been severely curtailed in 2020)

		<ul style="list-style-type: none"> Progress leasing agreements including Repair and Lease Scheme and MTR Scheme applications 	<ul style="list-style-type: none"> Number of lease agreements versus Rebuilding Ireland targets MTR applications processed
		<ul style="list-style-type: none"> Progress the Traveller Accommodation Programme 	<ul style="list-style-type: none"> Apply for annual funding Funded elements of programme complete Number of LTACC meetings held
		<ul style="list-style-type: none"> Assist Housing Associations (AHBs) in progressing their schemes 	<ul style="list-style-type: none"> Number of schemes identified Number of schemes supported Establish AHB Forum
		<ul style="list-style-type: none"> Administer Housing Adaptation Grant Schemes 	<ul style="list-style-type: none"> % of allocation expended % of monthly expenditure recouped % payments made within two weeks
		<ul style="list-style-type: none"> Implement Tenant Purchase (TP) and Home Loan Schemes 	<ul style="list-style-type: none"> Number of valid TP applications processed Number of valid loan applications processed
		<ul style="list-style-type: none"> Carry out property inspections in accordance with the annual inspection plan 	<ul style="list-style-type: none"> Number and type of inspections Number properties inspected (NOAC H5)
		<ul style="list-style-type: none"> Manage Homelessness Service in accordance with adopted Regional Action Plan Introduce Housing First 	<ul style="list-style-type: none"> Maintain indicator value Revised Plan in place Maintain H6 indicator value Housing First targets

	Ensure that all citizens irrespective of age, religion, mobility, culture or nationality are recognised as an integral part of our community and enjoy equal access to our services	<ul style="list-style-type: none">Facilitate independent or assisted independent living for people with a disability (including HSE de-congregation programme)	<ul style="list-style-type: none">Disability meetingsAnnual targets (minimum 10%)
		<ul style="list-style-type: none">Facilitate social inclusion/integration programmes for refugees and migrants	<ul style="list-style-type: none">Allocations of identified groups
	Promote Age Friendly and Healthy Ireland initiatives	<ul style="list-style-type: none">Participate in a cross-functional team to deliver the Age-Friendly Action Plan	<ul style="list-style-type: none">Actions delivered
Corporate Priority: Economic and Community Development			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Developing Sustainable Infrastructure to Cater for the Future Needs of the County	Ensure that the property and assets of Roscommon County Council are managed in a manner which maximises their present and future potential	<ul style="list-style-type: none">Provide a routine maintenance service in accordance with the Tenant Handbook	<ul style="list-style-type: none">NOAC H4 housing maintenance direct costs
		<ul style="list-style-type: none">Provide pro-active maintenance service subject to funding	<ul style="list-style-type: none">NOAC H4 housing maintenance direct costs
		<ul style="list-style-type: none">Reduce (sell) non-viable, vacant and derelict housing stock in areas with no reliable demand	<ul style="list-style-type: none">Indicator value exceeded H2
Corporate Priority: Quality Service to our People			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Inspire Leadership	Support our elected members in their representational role to ensure effective policy making	<ul style="list-style-type: none">Housing SPC meetings	<ul style="list-style-type: none">Meetings held
	Facilitate our elected members through the provision of timely information, training and facilities and by supporting all political structures and committees	<ul style="list-style-type: none">Housing SPC meetings	<ul style="list-style-type: none">Meetings held
	Manage the organisation effectively working collaboratively with all stakeholders	<ul style="list-style-type: none">Corporate PlanUnit Operational PlanIPM MeetingsQuarterly Management ReportsAnnual ReportsBudget Report	<ul style="list-style-type: none">Plans and reports prepared

	Develop efficient, effective and highly motivated staff through competency and knowledge development, career opportunities and the implementation of the Integrated Performance Management System	<ul style="list-style-type: none"> • IPM meetings and IPPs 	<ul style="list-style-type: none"> • Meeting held and recording of same
	Create a culture of continuous learning and development	<ul style="list-style-type: none"> • Participation in relevant training 	<ul style="list-style-type: none"> • Training records
	Promote positive employee relations and engagement	<ul style="list-style-type: none"> • Introduce more effective methods of working and incorporate IT solutions where appropriate 	<ul style="list-style-type: none"> • Number of change projects delivered
Value Our Customers	Foster consultation, collaboration and continuous improvement in all our engagement with our customers, communities and stakeholders	<ul style="list-style-type: none"> • Ensure accurate rent collection and actively manage debt collection (loans and rent) in a fair and reasonable manner 	<ul style="list-style-type: none"> • Update tenant information (annual rent review) • Number of tenants in arrears (amount) • Number of loans in arrears (amount)
		<ul style="list-style-type: none"> • Annual Summary of Social Housing Needs Assessment • LTACC • Housing Disability Group • West Region Homeless Management Group • AHB Delivery Forum 	<ul style="list-style-type: none"> • SSHNA carried out • Meetings held
		<ul style="list-style-type: none"> • Process requests for information 	<ul style="list-style-type: none"> • Number of FOI requests • Number of tenant queries • Number of public/media queries • Number of solicitor queries • Number of political representations
	Provide opportunities for customers to access our services through the use of digital technology and online services	<ul style="list-style-type: none"> • Implement identified ICT solutions 	<ul style="list-style-type: none"> • ICT is part of each change initiative

	Promote a culture in the workplace where customers and staff are respected, valued and treated with dignity	<ul style="list-style-type: none"> Record and address all complaints in accordance with complaints policy 	<ul style="list-style-type: none"> Measure number and type of complaints received and outcomes Record number of complaints referred to the ombudsman
		<ul style="list-style-type: none"> Ensure customer's privacy is respected and protected 	<ul style="list-style-type: none"> Comply with GDPR Document management policy
Efficient Use of Resources	Promote and support the Safety, Health and Welfare of all our employees through the implementation of an organisation-wide Safety Management System	<ul style="list-style-type: none"> Carry out all operations in accordance with the 2005 SHWW Act and the 2006 Construction Regulations 	<ul style="list-style-type: none"> Record of instances Risk Management Document Quarterly management reports
	Ensure compliance with public spending code, procurement policies and best practice in achieving value for money	<ul style="list-style-type: none"> Comply with procurement requirements 	<ul style="list-style-type: none"> % projects complying with procurement rules
		<ul style="list-style-type: none"> Public Spending Code Audit 	<ul style="list-style-type: none"> Comply with audit requirements
	Benchmark against NOAC indicators	<ul style="list-style-type: none"> NOAC annual return 	<ul style="list-style-type: none"> Submit NOAC indicators in accordance with NOAC requirements
Good Governance	Continual implementation of the Ethics Register, Code of Conduct, GDPR, FOI and Child Protection Policies	<ul style="list-style-type: none"> Update Ethics Register 	<ul style="list-style-type: none"> Return of annual declarations
		<ul style="list-style-type: none"> Comply with GDPR legislation and Corporate policy 	<ul style="list-style-type: none"> Level of compliance
		<ul style="list-style-type: none"> Respond to FOI requests for information 	<ul style="list-style-type: none"> Provide appropriate information in the prescribed time-frame
		<ul style="list-style-type: none"> Comply with Child Safeguarding Policy and Procedures 	<ul style="list-style-type: none"> Garda vetting of staff Training of staff Compliance with Unit risk assessment

Information and Communications Technology			
Corporate Priority: Quality of Life and Well Being for All			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Support Cultural and Community Development	Ensure that all citizens irrespective of age, religion, mobility, culture or nationality are recognised as an integral part of our community and enjoy equal access to our services	<ul style="list-style-type: none">Review current forms published on www.roscommoncoco.ie , analyse service use, develop an online version including payment connectors where appropriate	<ul style="list-style-type: none">Number of online services provided
		<ul style="list-style-type: none">Digital First - Build online forms for new application published to website	<ul style="list-style-type: none">Number of new web applications
Corporate Priority: Quality Service to our People			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Inspire Leadership	Facilitate our elected members through the provision of timely information, training & facilities and by supporting all political structures and committees	<ul style="list-style-type: none">Provide a suite of digital services to elected members	<ul style="list-style-type: none">Number of services provided
	Manage the organisation effectively, working collaboratively with all stakeholders	<ul style="list-style-type: none">Develop a Service Catalogue of Council Services by building a high level A-Z list of services for website, in keeping with LGMA project	<ul style="list-style-type: none">A-Z list of services developed for website
Value our Customers	Provide opportunities for customers to access our services through the use of digital technology and online services	<ul style="list-style-type: none">Develop and promote a range of online services and make them available through ' My Online Service '	<ul style="list-style-type: none">Number of online services delivered
		<ul style="list-style-type: none">Management the Council’s website and social media i.e. Facebook and Twitter accounts	<ul style="list-style-type: none">NOAC C3: LA website and social media usage

Efficient Use of Resources	Through the annual budget process ensure LPT, Business Rates and State Grants are spent appropriately	<ul style="list-style-type: none"> Develop a rates app to view payments and rates demands online 	<ul style="list-style-type: none"> Rates app developed and in place
	Ensure compliance with public spending code, procurement policies and best practice in achieving value for money	<ul style="list-style-type: none"> Identify business cases suitable for digital transformation, redesign and implement streamlined business process for approved business cases 	<ul style="list-style-type: none"> No. of improved business process analysed and approved
		<ul style="list-style-type: none"> Roll out of Case Management System to Roads Department 	<ul style="list-style-type: none"> Roads Department using Firmstep platform
		<ul style="list-style-type: none"> Roll out of Case Management System to Environment Department 	<ul style="list-style-type: none"> Environment Department using Firmstep platform
		<ul style="list-style-type: none"> Configure a spatial data catalogue to access GIS-related content 	<ul style="list-style-type: none"> Spatial data catalogue and internal map portal configured
Good Governance	Ensure democratic functions are performed in an open and informed manner	<ul style="list-style-type: none"> Facilitation of Live Webcasting of Plenary Council Meetings 	<ul style="list-style-type: none"> Live Webcasting of full Council Meetings
		<ul style="list-style-type: none"> Formalise the process for publishing open data 	<ul style="list-style-type: none"> Formal process in place
		<ul style="list-style-type: none"> Work with DHPLG on the national planning application data capture pilot 	<ul style="list-style-type: none"> Deliver the sectoral solution
		<ul style="list-style-type: none"> Implement Mobile device management solution that incorporates asset management 	<ul style="list-style-type: none"> Implement Microsoft Intune solution to register devices
		<ul style="list-style-type: none"> Upgrade PC's with Microsoft Windows 10 	<ul style="list-style-type: none"> Procure and rollout new PC's
		<ul style="list-style-type: none"> Design and implement Disaster Recovery Solution for key services 	<ul style="list-style-type: none"> Procure supplier and test solution

PLANNING			
Corporate Priority: Quality of Life and Well Being for All			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Protect our Natural and Built Environment	Strive to make Roscommon climate-resilient and play a leadership role in transitioning to a decarbonised society, climate proofing our strategies, policies and procedures and actively engaging with citizens	<ul style="list-style-type: none"> Incorporate as a standard discussion item in pre-planning discussions 	<ul style="list-style-type: none"> Increased evidence of energy efficiency measures incorporated into new development proposals
		<ul style="list-style-type: none"> Preparation of the <i>Roscommon County Development Plan (RCDP) 2021-2027</i> to reflect carbon reduction measures 	<ul style="list-style-type: none"> Inclusion of policies which address climate change
	Provision of quality housing in appropriate locations, ensuring our towns and villages are attractive places to live	<ul style="list-style-type: none"> Preparation of the <i>RCDP 2021 – 2027</i> 	<ul style="list-style-type: none"> Inclusion of policies and zoning to achieve this
		<ul style="list-style-type: none"> To be reflected in pre-planning advice To be reflected in decisions on planning applications 	<ul style="list-style-type: none"> No overturned decisions from An Bord Pleanala, based on policy considerations
	Ensure Roscommon locations vulnerable to severe flooding events benefit from proactive, sustainable flood risk management measures including flood impact mitigation under the Catchment based Flood Risk Assessment and Management (CFRAM) Studies	<ul style="list-style-type: none"> Areas at risk are zoned appropriately All zoning decisions to be informed by the undertaking of a Strategic Flood Risk Assessment (SFRA) as part of the plan making process 	<ul style="list-style-type: none"> Greenbelt zoning applied to lands which are identified through the SFRA as being within Flood Zones A or B
		<ul style="list-style-type: none"> All relevant planning applications are accompanied by a site specific Flood Risk Assessment 	<ul style="list-style-type: none"> No development permitted contrary to the recommendations of site specific Flood Risk Assessments

Support Cultural and Community Development	Continue our strategic, pro-active approach to the creation of attractive vibrant towns and villages in partnership with communities and supported by relevant government funds and resources	<ul style="list-style-type: none"> Preparation of the <i>RCDP 2021 – 2027</i> 	<ul style="list-style-type: none"> Public consultations with the community during the preparation of the RCDP Number of instances of engagement with the Public Participation Network (PPN) Inclusion of policies in RCDP to support this strategy
		<ul style="list-style-type: none"> Continue working to achieve a reduction in the number of unfinished housing developments (UHDs) 	<ul style="list-style-type: none"> Annual reduction in the reduction of UHDs Increase in the number of developments being of a satisfactory standard for Taking in Charge
		<ul style="list-style-type: none"> Decisions on planning applications Decisions on Section 5 Declarations of Exempted Development (DEDs) 	<ul style="list-style-type: none"> Decisions on planning applications and Section 5 DEDs made within the statutory time period
	Ensure high quality social housing is delivered as part of the Government Strategy Rebuilding Ireland - Action Plan for Housing and Homelessness	<ul style="list-style-type: none"> Preparation of the <i>RCDP 2021 – 2027</i> 	<ul style="list-style-type: none"> Inclusion of policies and zoning to achieve this
		<ul style="list-style-type: none"> Advice provided at pre-planning stage Reflected in decisions on planning applications, where Part V provisions apply 	<ul style="list-style-type: none"> Timescales within which pre-planning meetings are facilitated Decisions on planning made within the statutory time period

		<ul style="list-style-type: none"> Engagement between Planning and Housing Departments in advance of Part 8 housing proposals being developed Planning recommendations on Part 8 social housing proposals 	<ul style="list-style-type: none"> Number of pre Part 8 meetings held between Planning and Housing Departments Provision of consultation reports on Part 8 proposals, from Planning Department within required timeframes
		<ul style="list-style-type: none"> Continued roll out of measures and initiatives identified in Roscommon County Council's <i>Vacant Homes Strategy</i> (2017) 	<ul style="list-style-type: none"> Number of vacant homes rehabilitated to provide social housing
Corporate Priority: Economic and Community Development			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Developing and Promoting Sustainable Enterprise and Job Creation	Promote Roscommon as a location in which to invest in business	<ul style="list-style-type: none"> Preparation of the <i>RCDP 2021 – 2027</i> 	<ul style="list-style-type: none"> Inclusion of appropriate policies in the RCDP to support enterprise and job creation Zoning of sufficient lands to meet economic demands, in accordance with the principles of proper planning and sustainable development
		<ul style="list-style-type: none"> Facilitate pre-planning meetings (including convening 'major pre-planning' discussions where warranted due to development type and size) Reflected in decisions on planning applications 	<ul style="list-style-type: none"> Timescales within which pre-planning meetings are facilitated Decisions on planning made within the statutory time period

	Stimulate residential and commercial development in our towns and villages through collaboration with communities and government agencies	<ul style="list-style-type: none"> Preparation of the <i>RCDP 2021 – 2027</i> 	<ul style="list-style-type: none"> Inclusion of appropriate policies in the RCDP
	Promote the sustainable use of the county's natural resources as a key component of developing enterprise and tourism opportunities	<ul style="list-style-type: none"> Advice provided at pre-planning meetings Reflected in decisions on planning applications 	<ul style="list-style-type: none"> Timescales within which pre-planning meetings are facilitated Decisions on planning made within the statutory time period
Positive Promotion of the County	Promote culture, heritage and the river and lake landscape character of Roscommon as a place to visit	<ul style="list-style-type: none"> Preparation of the <i>RCDP 2021 – 2027</i> 	<ul style="list-style-type: none"> Inclusion of appropriate policies in the RCDP
Corporate Priority: Quality Service to our People			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Inspire Leadership	Support our elected members in their representational role to ensure effective policy making	<ul style="list-style-type: none"> Preparation of the <i>RCDP 2021 – 2027</i> 	<ul style="list-style-type: none"> RCDP accepted by the Minister and the Office of the Planning Regulator, and no Section 31 direction received on the Plan
Value our Customers	Foster consultation, collaboration and continuous improvement in all our engagement with our customers, communities and stakeholders	<ul style="list-style-type: none"> Public consultation initiatives during the preparation of the <i>RCDP 2021-2027</i> 	<ul style="list-style-type: none"> Number and type of consultation events and initiatives organised Number of instances of engagement with the Public Participation Network (PPN)

		<ul style="list-style-type: none"> Quarterly review and update of planning content of Roscommon County Council's website 	<ul style="list-style-type: none"> All outdated planning content removed from website on a quarterly basis
	Provide opportunities for our customers to access our services through the use of digital technology and online services	<ul style="list-style-type: none"> Introduction of a dedicated website for the <i>RCDP 2021 - 2027</i> 	<ul style="list-style-type: none"> Number of submissions received via the website during the plan preparation process Number of participants in a County Development Plan related on-line survey
		<ul style="list-style-type: none"> Use of social media to provide information and updates on the plan making process for the <i>RCDP 2021 – 2027</i> 	<ul style="list-style-type: none"> Level of engagement from social media users
Efficient Use of Resources	Benchmark against NOAC indicators	<ul style="list-style-type: none"> Continue to improve the efficiency of the service and reduce the cost of delivering the Planning Service in comparison to other local authorities, as reported by NOAC 	<ul style="list-style-type: none"> Improved position on NOAC service indicators in respect of the cost of delivery of the Planning Service

FINANCE			
Corporate Priority: Quality Service to our People			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Inspire Leadership	Develop efficient, effective and highly motivated staff through competency and knowledge development, career opportunities and the implementation of our Integrated Performance Management System	<ul style="list-style-type: none"> Foster leadership, creativity, innovation and a performance culture at all levels within the organisation 	<ul style="list-style-type: none"> Individual Performance Plans to include clear role definition and identify tasks and targets to assist in achieving cultural change in the organisation
		<ul style="list-style-type: none"> Instil a culture of change within the organisation through partnership, positive support and encouragement among the staff 	<ul style="list-style-type: none"> Monitor and meet internal targets in relation to team and individual performance
	Create a culture of continuous learning and development	<ul style="list-style-type: none"> Improve staff morale through capacity building and skills enhancement 	<ul style="list-style-type: none"> Monthly Integrated Performance Management meetings to install a culture of change
	Promote positive employee relations and engagement	<ul style="list-style-type: none"> Instil a culture of change within the organisation through positive support and encouragement of staff 	<ul style="list-style-type: none"> Monitor and meet internal targets in relation to team and individual performance
Value our Customers	Provide opportunities for customers to access our services through the use of digital technology and online services	<ul style="list-style-type: none"> Advance the use of e-finance in transactions in relation to the Councils creditor and debtor systems, consistent with Government policy 	<ul style="list-style-type: none"> Compliance with relevant legislation, Prompt Payments etc.
	Promote a culture in the workplace where customers and staff are respected, valued and treated with dignity	<ul style="list-style-type: none"> Ensure all aspects for AP and AR work is carried out to the highest standard, while ensuring staff are supported in their tasks at all times 	<ul style="list-style-type: none"> Staff training provided to carry out roles and processes continuously reviewed
		<ul style="list-style-type: none"> Ensure regular and timely payment of all non-pay suppliers 	<ul style="list-style-type: none"> Percentage of compliant Purchase Orders and Prompt Payment Compliance

Efficient Use of Resources	Recruit, maintain and allocate staff resources in conjunction with our workforce plan to deliver	<ul style="list-style-type: none"> Plan and deliver the organisations workforce requirements to sustain services and ensure that there are sufficient staff to deliver objectives, manage skills development, knowledge transfer and business continuity 	<ul style="list-style-type: none"> Performance Indicator C1 - total number of whole time equivalent employees
	Promote and support the Safety, Health and Welfare of all employees through the implementation of an organisation – wide Safety Management System	<ul style="list-style-type: none"> H& S is on agenda for all staff meetings Staff are aware and familiar with all safety policy documents 	<ul style="list-style-type: none"> Quarterly Safety reports Compliance with H&S Policy
	Ensure compliance with public spending code, procurement policies and best practice in achieving value for money.	<ul style="list-style-type: none"> Develop and implement strategies to achieve effective procurement that delivers value for money 	<ul style="list-style-type: none"> Corporate Procurement Plan 2019 -2021 in place Produce Procurement Reports for Management Team and report on percentage of national framework used. Mini competitions held
	Benchmark against NOAC indicators.	<ul style="list-style-type: none"> Submit all NOAC returns on time 	<ul style="list-style-type: none"> Compliance with required deadlines and monitor NOAC KPI return
	Through the annual budget process ensure LPT, Business Rates and State Grants are spent appropriately.	<ul style="list-style-type: none"> Ensure regular monitoring of budgets, follow up on exceptions and timely reporting in all relevant areas 	<ul style="list-style-type: none"> Balanced revenue budget
Good Governance	Continual implementation of the FOI Policies	<ul style="list-style-type: none"> Data for Freedom of Information Requests is supplied to relevant person 	<ul style="list-style-type: none"> Compliance with required deadlines

	Provide assurance through delivery of best practice in Financial Management and Audit Systems	<ul style="list-style-type: none"> • Maintain a financial accounting framework that is consistent with public sector objectives and accounting code of practice 	<ul style="list-style-type: none"> • NOAC M1: Revenue account balance
		<ul style="list-style-type: none"> • Adopt a coordinated approach to ensure financial control is implemented consistently and effectively across the whole organisation 	<ul style="list-style-type: none"> • Local Government Audit and Internal Audit facilitated

**WATER SERVICES, ENVIRONMENT, ASSETS & CLIMATE CHANGE, GOVERNANCE AND CORPORATE AFFAIRS
AND ATHLONE MUNICIPAL DISTRICT**

WATER SERVICES			
Corporate Priority: Quality of Life and Well Being for All			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Protect our Natural and Built Environment	<p>Deliver quality water and waste water for households and businesses in Roscommon</p> <p><u>CUSTOMER</u></p> <p>Provide high quality public water and wastewater in conjunction with Irish Water (IW) under the Service Level Agreement</p> <p>Providing services that are valued by customers. (This is influenced by the C.R.U. Customer Handbook and proposed performance assessment metrics)</p> <p>Provide excellent service to customers using optimum delivery models</p>	<ul style="list-style-type: none"> • Interruptions to Water Supply Planned/Unplanned • Alternative Water Supply • Water Quality Notification/Response • Asset Flooding • Connection enquiries (Domestic and Non Domestic) • Workflow Work Orders/ Repairs/ Enquiries/ log notes/ Service requests/ Handheld usage/complaints 	<ul style="list-style-type: none"> • Level of response, resolution and reports achieved by Roscommon County Council in compliance with the CRU requirements in The Customer Handbook • Irish Water -21 Measures no's: 4-10 inclusive under IW Annual Service Plan 2020 <ul style="list-style-type: none"> • 6 Key Performance Indicators • 14 Operational Measures • 1 Tracking Measure
Corporate Priority: Economic and Community Development			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Developing and Promoting Sustainable Enterprise and Job Creation	<p>Deliver high quality infrastructure amenities and public health realm that support investment and sustainable communities</p> <p><u>INTERNAL PROCESS/COMPLIANCE</u></p> <p>Protect, enhance and improve the quality of the natural environment by a proactive approach to managing water, air, noise and environmental issues</p>	<ul style="list-style-type: none"> • Leakage Management • Drinking Water Supply operational and statutory obligations • Wastewater Treatment and Disposal operational and statutory obligations • Capital Projects to include Plant and Network improvements 	<ul style="list-style-type: none"> • Leakage reduction achieved through operational maintenance and capex intervention and recorded and measured on LMS. • D.M.A. Operability • Level of sampling/analysis in accordance with statutory obligations and compliance • Provision of Chlorine Surveys

	Adherence to all reporting requirements and meeting regulatory requirements as set out by the relevant statutory and regulatory bodies.eg. C.R.U. and E.P.A.	<ul style="list-style-type: none"> • Process Optimisation for performance improvement • Operations Energy Management 	<ul style="list-style-type: none"> • Deliver Capital Operational and maintenance programmes • NOAC WI. NOAC W2 • Irish Water -30 Measures. No's: 11-16 inclusive. <ul style="list-style-type: none"> • 5 Key performance Indicators. • 18 Operational Measures. • 7 Tracking Measures
Developing Sustainable Infrastructure to Cater for the Future Needs of the County	<p>Maximise the potential of all funding opportunities for the maintenance and further development of the County's infrastructure</p> <p><u>RURAL WATER</u> Facilitate the delivery of private water and wastewater facilities through community Group Water Schemes</p>	<ul style="list-style-type: none"> • Environmental and Public Health Compliance – Water Quality • Enhancement of Existing Schemes – Infrastructural and Efficiency of Operation • Deliver the Rural Water Programme – Group Water Schemes Capital Projects to upgrade and enhance existing Schemes • Support the GWS Sector in conjunction with the National Federation of GWS to ensure that a safe, dependable and adequate water supply is provided to the rural community and to actively partner in new initiatives like Source Protection and power generation 	<ul style="list-style-type: none"> • Continue the programme of Network Upgrades • Source Protection • Installation of Bulk Meters • Installation of validated UV unit, filtration system and upgrade chlorine dosing system • Provision of Water Conservation • Monitoring GWS- Lab Testing • Timely allocation of grants • Timely administration of subsidies to Active G.W.S. • Administer Well grants in accordance with the terms of the Scheme • Raise awareness of the Lead Remediation Scheme • Fast tracking of schemes to be taken in charge by Irish Water

			<ul style="list-style-type: none"> Upgrade of schemes including critical mains to bring schemes to standard for takeover by Irish Water
Corporate Priority: Quality Service to our People			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Inspire Leadership	<p>Manage the organisation effectively working collaboratively with all stakeholders</p> <p><u>LEARNING AND GROWTH</u></p> <p>1.LEADERSHIP Improve staff morale through capacity building and skills enhancement to ensure a highly motivated, engaged and innovative flexible workforce. Monitor the Health and Safety performance of operations on IW's behalf</p> <p>2.LEARNING & GROWTH: To continuously improve and drive transformation and change initiatives</p>	<ul style="list-style-type: none"> Health, Safety, Quality & Environment Transformation Plan Data book – Completeness Training Programme 	<ul style="list-style-type: none"> Incident Notifications and post incident reviews Level of corrective actions raised/closed within timeframe H.S.Q.E. Inspection information Progression and implementation of agreed Transformation Initiatives Data returns within timeframe IW – 9 Measures. No's: 1-3 <ul style="list-style-type: none"> 3 Key performance Indicators. 6 Operational Measures
Value our Customer	Provide opportunities for customers to access our services through the use of digital technology and online services	<ul style="list-style-type: none"> Make available grant applications online 	<ul style="list-style-type: none"> Administer online grant applications for <ul style="list-style-type: none"> Individual Wells, Lead Remediation Grants GWS Subsidy applications

Efficient Use of Resources	<p>Ensure compliance with Public Spending Code, procurement policies and best practice in achieving value for money</p> <p><u>FINANCIAL</u></p> <p>1. GOVERNANCE: Adopt a Framework that commits to the promotion of good governance</p> <p>2.FINANCIAL: Provide a cost effective service, within budgetary constraints</p>	<ul style="list-style-type: none"> • Cost of service on frameworks • Financial Reporting and Operations Expenditure Control • Retrospective purchase requisitions and revenue collection • Procurement of goods and services: (Use of Irish Water operational framework suppliers, contractors and response times) • Public Liability • Non Domestic Revenue • Development Levies Report 	<ul style="list-style-type: none"> • Level of procurement through Irish Water framework and systems • Procurement Discipline • Management of budget and reporting in accordance with Managing Costs Protocol • Efficient management of insurance claims • Provision of Development Levy Report • Irish Water- 16 Measures. No's: 17-20 inclusive <ul style="list-style-type: none"> • 3 Key Performance Indicators • 12 Operational Measures • 1 Tracking Measure
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ENVIRONMENT			
Corporate Priority: Quality of Life and Well Being for All			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Protect our Natural and Built Environment	Minimise pollution through promotion of recovery, reduction and recycling of waste	<ul style="list-style-type: none"> Develop and submit Annual RMCEI Plan 	<ul style="list-style-type: none"> Insert Performance Measurement(s) for the Action
		<ul style="list-style-type: none"> NOAC Service Indicators 	<ul style="list-style-type: none"> Insert Performance Measurement(s) for the Action E1 – Households availing of a 3 bin service E2 – Environmental pollution complaints closed E3 – LA areas within 5 levels of litter pollution E4 - % of schools that have been awarded green flag status
		<ul style="list-style-type: none"> Section 63 notices/directions 	<ul style="list-style-type: none"> Number of Section 63 Notices complied with
		<ul style="list-style-type: none"> Litter Inspections 	<ul style="list-style-type: none"> Number of Inspections and Complaints % of RMCEI target
		<ul style="list-style-type: none"> Manage EPA Licence Compliance 	<ul style="list-style-type: none"> Number of non-compliances per site/licence
		<ul style="list-style-type: none"> Complete NWCPO audits as requested 	<ul style="list-style-type: none"> % NWCPO audits completed
		<ul style="list-style-type: none"> Implement Connaught/Ulster Waste Management Plan and co-operation with CUWERLA 	<ul style="list-style-type: none"> Deliver agreed initiatives and programmes under the Plan

		<ul style="list-style-type: none"> • Anti-Dumping Initiative (subject to grant funding) 	<ul style="list-style-type: none"> • Number of initiatives approved and delivered
		<ul style="list-style-type: none"> • Packaging Regulations Inspections 	<ul style="list-style-type: none"> • % of RMCEI target achieved
		<ul style="list-style-type: none"> • C&D Handling inspections at development sites 	<ul style="list-style-type: none"> • Number of sites identified and inspected
		<ul style="list-style-type: none"> • Waste Collection Permits inspections 	<ul style="list-style-type: none"> • % of RMCEI target achieved
		<ul style="list-style-type: none"> • Household Waste Surveys (Presentation of Waste Bye-Laws 2019) 	<ul style="list-style-type: none"> • % of RMCEI target achieved
		<ul style="list-style-type: none"> • End of Life Vehicles inspections 	<ul style="list-style-type: none"> • % of RMCEI target achieved
		<ul style="list-style-type: none"> • WEEE inspections 	<ul style="list-style-type: none"> • % of RMCEI target achieved
		<ul style="list-style-type: none"> • Waste Tyre inspections 	<ul style="list-style-type: none"> • % of RMCEI target achieved
		<ul style="list-style-type: none"> • Food Waste inspections 	<ul style="list-style-type: none"> • % of RMCEI target achieved
		<ul style="list-style-type: none"> • Battery inspections 	<ul style="list-style-type: none"> • % of RMCEI target achieved
		<ul style="list-style-type: none"> • Deco Paints inspections 	<ul style="list-style-type: none"> • % of RMCEI target achieved
		<ul style="list-style-type: none"> • Solvents Regulations inspections 	<ul style="list-style-type: none"> • % of RMCEI target achieved
		<ul style="list-style-type: none"> • Petroleum Vapour inspections 	<ul style="list-style-type: none"> • % of RMCEI target achieved
		<ul style="list-style-type: none"> • Smokey Coal inspections 	<ul style="list-style-type: none"> • % of RMCEI target achieved
	Work with the Local Authorities Waters Programme and state agencies to develop and implement River Basin Management Plans to protect and improve water quality in Roscommon's rivers, lakes and groundwater	<ul style="list-style-type: none"> • Facilitate LAWPRO investigation teams in carrying out their work in the priority areas for action and supply a laboratory service to LAWPRO 	<ul style="list-style-type: none"> • Number of samples tested for LAWPRO investigation teams
		<ul style="list-style-type: none"> • Septic Tank inspections 	<ul style="list-style-type: none"> • % of RMCEI target achieved
		<ul style="list-style-type: none"> • Farm inspections and Cross Reporting 	<ul style="list-style-type: none"> • % of RMCEI target achieved
		<ul style="list-style-type: none"> • Carry out DWWTS inspections in accordance with the National Inspection Plan 	<ul style="list-style-type: none"> • % of NIP target achieved

		<ul style="list-style-type: none"> Section 4 Discharge Licences inspections 	<ul style="list-style-type: none"> % of RMCEI target achieved
		<ul style="list-style-type: none"> Planning File Inspections/Pre planning meetings 	<ul style="list-style-type: none"> % completed within Planning Regulatory Timeframe
		<ul style="list-style-type: none"> Provide an accredited Laboratory System to our Customers 	<ul style="list-style-type: none"> Facilitate audits as required
	Work with Tidy Towns Committees, Community Groups and Schools to change societal behaviour with regard to waste and litter generation, recycling, and to encourage schools to join the Green Schools Programme	<ul style="list-style-type: none"> Brown Bin initiatives, Public Education and Awareness Campaigns 	<ul style="list-style-type: none"> Number of initiatives and campaigns delivered Number of participants/ participating groups
		<ul style="list-style-type: none"> Waste minimisation and prevention, including Up Cycling Events, Green your Festival and Food Waste Prevention 	<ul style="list-style-type: none"> Number of initiatives and level of participation
		<ul style="list-style-type: none"> Support and promote Green Schools Programme 	<ul style="list-style-type: none"> % of schools participating
		<ul style="list-style-type: none"> Support Community Groups and Tidy Towns by providing guidance and awareness initiatives 	<ul style="list-style-type: none"> Number of information sessions facilitated and number of participant groups
	Maximise Litter Prevention through Education and Awareness initiatives	<ul style="list-style-type: none"> Internal Environmental campaigns 	<ul style="list-style-type: none"> Number of initiatives in Council occupied buildings
		<ul style="list-style-type: none"> LA21 Environmental Partnership funding 	<ul style="list-style-type: none"> Number of projects funded and level of funding achieved
		<ul style="list-style-type: none"> Anti-Litter Grant initiatives 	<ul style="list-style-type: none"> Number of initiatives facilitated

CORPORATE SERVICES			
Corporate Priority: Quality of Life and Well Being for All			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Support Cultural and Community Development	Support education, leisure, health and wellbeing and sports programmes and initiatives in partnership with all stakeholders to encourage participation and build a strong, healthy and socially inclusive society	<ul style="list-style-type: none"> Manage provision of Veterinary Service 	<ul style="list-style-type: none"> Compliance with Service Level Agreement (SLA) with the Food Safety Authority of Ireland (FSAI) Management of Temporary Veterinary Inspectors Contracts All actions on Animal Identification and Movement System (AIMS) completed in a timely manner All actions on Official Agency Premises and Inspections (OAPI) completed within agreed timeframe
		<ul style="list-style-type: none"> Provide a dedicated Dog Control Service 	<ul style="list-style-type: none"> Dog Control service managed in accordance with legislation and policies Number of dog licences issued

Corporate Priority: Quality Service to our People			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Inspire Leadership	Support our elected members in their representational role to ensure effective policy making	<ul style="list-style-type: none"> Facilitate, organise and provide support to meetings of the Council and all committees Support the democratic role of the elected members 	<ul style="list-style-type: none"> Meetings serviced, agenda business transacted, minutes produced and follow –up actions implemented
	Facilitate our elected members through the provision of timely information, training and facilities and by supporting all political structures and committees	Dissemination of Information to elected members	Information provided to elected members as appropriate
		Provision of training to elected members	Training provided to elected members as appropriate
	Ensure that elected members and staff are ambassadors for consultation, collaboration and engagement with communities and stakeholders	Manage and maintain the Register of Electors	<ul style="list-style-type: none"> Live Register of Electors published in accordance with statutory obligations Supplement to the Register of Electors published in accordance with statutory obligations
	Manage the organisation effectively working collaboratively with all stakeholders	Adopt Corporate Plan 2019-2024	Corporate Plan 2019-2024 adopted
	Develop efficient, effective and highly motivated staff through competency and knowledge development, career opportunities and the implementation of the Integrated Performance Management System	Strengthen performance management with the implementation of the Integrated Performance Management System	Continuous monitoring of performance of Unit Operational Plan through Integrated Performance Management system and Individual Performance Plans and target met

		<ul style="list-style-type: none"> • Manage and evaluate individual performance through the Individual Performance Plan (IPP) process 	<ul style="list-style-type: none"> • End of year evaluation
	Create a culture of continuous learning and development	<ul style="list-style-type: none"> • Enhance skills, competencies and knowledge of staff 	<ul style="list-style-type: none"> • Number of training days provided
	Promote positive employee relations and engagement	<ul style="list-style-type: none"> • Identify improvements and initiatives to improve the operation of Corporate Affairs 	<ul style="list-style-type: none"> • Motivated workforce that is aware of strategic objectives of the council and equipped to deliver on targets • Up to date procedures in place
Value our Customers	Foster consultation, collaboration and continuous improvement in all our engagement with our customers, communities and stakeholders	<ul style="list-style-type: none"> • Facilitate civic receptions and events 	<ul style="list-style-type: none"> • Number of receptions and events held
		<ul style="list-style-type: none"> • Develop Customer Service Action Plan 	<ul style="list-style-type: none"> • Roll out of plan in 2020 to organisation
	Provide opportunities for customers to access our services through the use of digital technology and online services	<ul style="list-style-type: none"> • Management of the Council's social media i.e. Facebook and Twitter 	<ul style="list-style-type: none"> • NOAC C3: LA website and social media usage
	Promote a culture in the workplace where customers and staff are respected, valued and treated with dignity	<ul style="list-style-type: none"> • Delivery of Customer Care in line with policies focused on the needs of our customers and citizens 	<ul style="list-style-type: none"> • Customer Service delivered in a timely and courteous manner in line with Customer Charter
	Promote the use of the Irish language by providing services, where possible through Irish	<ul style="list-style-type: none"> • Compliance with the Official Languages Act 2003 	<ul style="list-style-type: none"> • Preparation of Irish Language Scheme 2020-2022
Efficient Use of Resources	Promote and support the Safety, Health and Welfare of all our employees through the implementation of an organisation-wide Safety Management System	<ul style="list-style-type: none"> • Comply with all requirements of the Safety, Health and Welfare at Work Act 2005 and the Regulations made thereunder 	<ul style="list-style-type: none"> • Compliance with Health and Safety legislation and policies • Procedures monitored on an ongoing basis

	Ensure compliance with public spending code, procurement policies and best practice in achieving value for money	<ul style="list-style-type: none"> • Comply with procurement guidelines 	<ul style="list-style-type: none"> • Monitor Budgets on monthly basis
	Benchmark against NOAC indicators	<ul style="list-style-type: none"> • Co-ordination of Annual Return in respect of Performance Indicators 	<ul style="list-style-type: none"> • Performance Indicators Return to NOAC in accordance with guidelines
Good Governance	Ensure democratic functions are performed in an open and informed manner	<ul style="list-style-type: none"> • Facilitation of Live Webcasting of Plenary Council Meetings • Availability of Minutes of Council meetings 	<ul style="list-style-type: none"> • Live Webcasting of full Council Meetings • Publication of Minutes of all Council meetings including Municipal District and sub committees of council
	Continual implementation of the Ethics Register, Code of Conduct, GDPR, FOI and Child Protection Policies	<ul style="list-style-type: none"> • Discharge responsibilities under the Ethics Register 	<ul style="list-style-type: none"> • Up to date Ethics Register in place
		<ul style="list-style-type: none"> • Comply with Data Protection legislative provisions • Implement the actions contained in the Council's General Data Protection Regulation (GDPR) Implementation Plan 	<ul style="list-style-type: none"> • Compliance with Data Protection legislative provisions • Implementation of the actions in the Council's GDPR Implementation Plan
		<ul style="list-style-type: none"> • Comply with all statutory requirements in relation to Freedom of Information (FOI) requests, Access to Information on the Environment (AIE) requests and Office of the Ombudsman complaints/queries 	<ul style="list-style-type: none"> • All requests and complaints addressed within prescribed timeframes
	Provide assurance through delivery of best practice in Corporate Governance, Risk Management, Financial Management and Audit Systems	<ul style="list-style-type: none"> • Prepare Reports and Work Programmes in line with corporate governance requirements 	<ul style="list-style-type: none"> • Annual Service Delivery Plan 2020 adopted • Annual Report 2019 adopted

		<ul style="list-style-type: none"> • Manage the Council's Civic Headquarters and Council Offices 	<ul style="list-style-type: none"> • Civic Headquarters maintained to a high standard to promote a good image of the Council and ensure the delivery of a quality and courteous service to the public and staff • Manage Council properties
		<ul style="list-style-type: none"> • Ensure adequate and comprehensive insurance is in place to meet the needs of the organisation 	<ul style="list-style-type: none"> • Manage the insurances in place • Management of claim
		<ul style="list-style-type: none"> • Review Corporate Risk Register 	<ul style="list-style-type: none"> • Corporate Risk Register reviewed

ASSETS, CLIMATE ACTION AND ENERGY MANAGEMENT			
Corporate Priority: Quality of Life and Well Being for All			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Protect our Natural and Built Environment	<ul style="list-style-type: none"> Strive to make Roscommon climate-resilient and play a leadership role in transitioning to a decarbonised society, climate proofing our strategies, policies and procedures and actively engaging our citizens Continue to provide information on climate adaption and mitigation to better inform our communities as to how we can best adapt to the challenges that climate change presents e.g. flooding /drought conditions 	<ul style="list-style-type: none"> Implement Actions of Roscommon County Council Climate Change Adaptation Strategy 2019-2024 in conjunction with Roscommon County Council Climate Action Team 	<ul style="list-style-type: none"> Roscommon County Council Climate Action Team to meet every 3 months and report to Management Team, Planning, Environment, Climate Change and Corporate Governance SPC and Elected Members Prepare Annual Report for input by Management Team, Planning, Environment, Climate Change and Corporate Governance SPC and review by Elected Members
		<ul style="list-style-type: none"> Facilitate the operation of the Climate Action Sub-Committee Working Group 	<ul style="list-style-type: none"> Prepare Agenda and attend meetings as arranged
		<ul style="list-style-type: none"> Work with Midlands sub-region of Eastern and Midlands Climate Action Regional Office with Offaly County Council as Lead 	<ul style="list-style-type: none"> Attend meetings as required Progress actions and activities arising on an individual / collaborative basis
		<ul style="list-style-type: none"> Develop Local Authority Climate Action Plan per agreed Guidelines 	<ul style="list-style-type: none"> Adopt Roscommon County Council Climate Action Plan by required date

	Provide for the conservation of fuel and energy in protecting the environment	<ul style="list-style-type: none">• Monitoring and Reporting 2019 returns	<ul style="list-style-type: none">• Complete by April, 2020
		<ul style="list-style-type: none">• De-carbonisation of Roscommon County Council fleet as resources and availability of suitable alternatives allow	<ul style="list-style-type: none">• Number of vehicles leased / purchased by December, 2020
		<ul style="list-style-type: none">• Implement Annual Energy Action Plan	<ul style="list-style-type: none">• % of Plan completed by December 2020
		<ul style="list-style-type: none">• DeadSure Application	<ul style="list-style-type: none">• Ongoing update
		<ul style="list-style-type: none">• UMR Database Analysis	<ul style="list-style-type: none">• Maintenance and update of database as required
		<ul style="list-style-type: none">• Maintenance / Replacement functions of public lighting systems.	<ul style="list-style-type: none">• Programme implementation by 2020• % Achieved in 2020
		<ul style="list-style-type: none">• Co-ordinate LED Replacement Project with RMO/Mayo County Council	<ul style="list-style-type: none">• Checking and verification of database• Liaise with Mayo County Council as Lead Authority for Region 3
Corporate Priority: Economic and Community Development			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Developing Sustainable Infrastructure to Cater for the Future Needs of the County	Ensure that the property and assets of Roscommon County Council are managed in a manner which maximises their present and future potential	<ul style="list-style-type: none">• Update and maintain Asset Registers of Land / Buildings and other Assets of Roscommon County Council	<ul style="list-style-type: none">• Maintain Asset Register and populate in a timely manner• Carry out cross-check with Fixed Asset Register
		<ul style="list-style-type: none">• Liaise with all Departments/Units in relation to the acquisition/disposal of Lands/Buildings and Leases	<ul style="list-style-type: none">• Number of acquisitions /disposals in 2020• Database of Leases