

## **ANNUAL SERVICE DELIVERY PLAN 2022**

**Adopted at Plenary meeting of Roscommon County Council  
on Monday 20<sup>th</sup> December 2021.**



### **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

<b>Foreword</b>	<b>4</b>
<b>Principal Services</b>	<b>5</b>
<b>Annual Service Delivery Plan</b>	<b>13</b>
<b>Community and Enterprise and Social Inclusion</b>	<b>14</b>
<b>Economic Regeneration</b>	<b>29</b>
<b>Enterprise Development – Local Enterprise Office</b>	<b>32</b>
<b>Library Services</b>	<b>37</b>
<b>Housing</b>	<b>41</b>
<b>Roads and Transportation</b>	<b>48</b>
<b>Emergency Services and Building Control</b>	<b>52</b>
<b>Planning</b>	<b>54</b>
<b>Water Services</b>	<b>59</b>
<b>Environment and Climate</b>	<b>64</b>
<b>Human Resources</b>	<b>73</b>
<b>Corporate Services</b>	<b>79</b>
<b>Assets and Energy Management</b>	<b>84</b>
<b>Finance</b>	<b>86</b>
<b>Information and Communications Technology</b>	<b>89</b>

## 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 2022 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 adopted policies of Roscommon County Council including:

- Corporate Plan;
- The County Development Plan 2021-2027;
- Local Economic and Community Plan;
- Budget 2022 as adopted;
- Service Level Agreement with Irish Water.

The Annual Service Delivery Plan 2022 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 2022 Schedules of Municipal District Works developed by each Municipal District.

The plan is consistent with the adopted Budget for 2022 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.

### Services Delivery

The Covid-19 pandemic has continued to impact on the method of delivery of services by Roscommon County Council during 2021. Alternative methods such as 'My Online Services', Library Online Services, Register of Electors Online Application and ReportIt have assisted greatly in continuation of service delivery. Roscommon County Council will continue to develop innovative methods of service provision in 2022 and will, in line with Covid-19 public health advice, work to deliver services effectively and efficiently for the Citizens of Roscommon.

## 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.

- Tourism, Community and Enterprise, Special Projects and Regeneration, Local Enterprise Office, Arts, Libraries, Housing and Roscommon Municipal District.
- Roads and Transportation, Emergency Services, Building Control, Planning and Boyle Municipal District.
- Water Services, Environment and Climate, Human Resources, Governance and Corporate Services, Assets, Energy Management and Athlone Municipal District.
- Finance, Digital Transformation, Information and Communication Technology.

### TOURISM, COMMUNITY AND ENTERPRISE, SPECIAL PROJECTS AND REGENERATION, LOCAL ENTERPRISE OFFICE, ARTS, LIBRARIES, HOUSING AND ROSCOMMON MUNICIPAL DISTRICT

#### 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, Community Forum 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.

#### Special Projects and Regeneration

The Regeneration Unit of Roscommon County Council's role is to develop projects to facilitate economic and community 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 Community & Economic Plans for our towns and villages provides an opportunity to work with a range of stakeholders to identify what is working well, what can be improved and a means of collaboratively identifying opportunities for enhancing and improving our towns and villages. 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 and maintain the connection to their County.

#### 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.

### **Library Services**

Roscommon County Council Library Service operates a comprehensive, modern and accessible service through a network of library branches and a mobile library service. The library service provides for the information, cultural, educational, recreational and learning needs of the people of County Roscommon. It offers a mix of traditional and modern services including reading and literacy, services to schools, local studies, research study spaces, events programmes, sensory resources, free Internet and Wifi, 3D printing and a wide range of eResources including eBooks, eAudiobooks and eMagazines.

### **Housing**

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, derelict and dangerous buildings, vacant homes, inspection of rented property and administration of the Tenant Purchase and Home Loan schemes.

## **ROADS AND TRANSPORTATION, EMERGENCY SERVICES, BUILDING CONTROL, PLANNING AND BOYLE 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, Active Travel Programme, Climate Change Adaptation and Resilience Programme, 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 allocates funding for the reconstruction and maintenance of regional and local roads, bridge rehabilitation, drainage programmes, safety schemes, climate adaptation and resilience schemes and Community Involvement Schemes (CIS). Funding for the Active Travel Programme is provided by the National Transport Authority. The Department of Rural and Community Development (DRCD) provide funding for non-public roads through Local Improvement Schemes (LIS). The Council provides funding from its own resources to supplement the grant allocations.

### **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 to the ISO 45001-2018 standards for Occupational Health & Safety Management Systems awarded during 2021.

Roscommon County Council maintains five fire stations in the county, located in Roscommon (Call Sign RN 11), Ballaghaderreen (Call Sign RN13), Boyle (Call Sign 14), Elphin (Call Sign RN 15), and Strokestown (Call Sign RN16). Each Fire Brigade has one Station Officer, one Sub Officer, two Drivers and a number of firefighters.

Key areas of performance measurement are used as a benchmark for Roscommon Fire Authority when assessing specific targets and performance measures. A measure of analysing performance is adopted using the following principles:

- Fire Service operational resources.
- Mobilising of Fire Service.
- Crewing Levels.
- Travel times to Incidents
- Incident Rates
- Statutory Fire Safety Activity
- Community Fire Safety.

Roscommon Fire Service provide advice to the courts on matters relating to licensing under the Intoxicating Liquor, Public Dance Halls, Lottery Licence and 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.

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. Roscommon county Council continue to implement the use of the BCMS Digital Platform to support the administration of the construction permit.

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

### **Civil Defence**

The Roscommon Civil Defence Draft Development Plan 2020 – 2022 as required under Section 12 of the Civil Defence Act, 2012 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.

The Government Policy document "Civil Defence – Towards 2030" sets out the five core Civil Defence services of –

1. Emergency Response;
2. Search and Rescue;
3. Medical Response;
4. Community Assistance and a;
5. Radiation Monitoring Service.

### **Planning**

This operational unit covers the main planning functions of the Section under the Planning and Development Acts.

The main activity areas in the Planning Section 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 (including development which is non complaint with planning permission), and where necessary in relation to unfinished housing developments.

### **Water Services**

The Water Services Unit provides support to both the Public and Private Water and Wastewater Supply network. The Private network is supported under our Multi Annual Rural Water Programme 2022 – 2024 consisting of Subsidies/Upgrades to the Group Water Scheme Sector and Private Well Grants provided directly to members of the public.

The Public Water/Wastewater Network is supported through a Service Level Agreement with Irish Water (SLA). From 1<sup>st</sup> January 2014 the water and wastewater functions were transferred to Irish Water from City and County Councils and the Department of Housing, Local Government & Heritage. Roscommon County Council now acts as an Agent of Irish Water to deliver water and wastewater services under the Service Level Agreement (SLA). The Agreement was signed in December 2013 for a period of 12 years.

The Water Services Unit also provides support for the operation of public conveniences.

### **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 implementation of the Connacht-Ulster Region Waste Management Plan continues to promote reduction, reuse and recycling of waste material and support the development of a circular economy. The Climate Action and Low Carbon Development (Amendment) Act 2021 will have a profound impact on public and private sector operations and development in general. A Climate Action Plan must now be prepared in accordance with the requirements of this bill.

### **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.

### **Corporate Services**

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, organisation of Council meetings and sub-committees, register of electors, insurances, freedom of information, requests for access to information on the environment, data protection, facilities management, veterinary functions, dog control service, civic receptions, customer services, and the resolution of customer complaints.

**Assets and Energy Management including Public Lighting**

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 energy efficiency targets and to comply with associated statutory reporting obligations in the context of EU and National policy commitments.

**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.

**Digital Transformation, 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, which delivers quality and accessible online services that are efficient, engaging and meet citizens' expectations. This new team identifies business process improvements to achieve resource optimisation and deliver efficient and effective digital services. Digital online services are replacing manual based processes and the introduction of an intuitive online self-service portal for customers to access and engage with Council services anywhere, anytime, on any device is proving very effective. Online services are integral to creating efficiencies in Roscommon County Council and are contributing to the generation of consistent data that will be used to aid insight driven decision making in the future.

## ANNUAL SERVICE DELIVERY PLANS

Each Directorate has prepared an Annual Services Delivery Plan 2021 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 2022 for each Directorate follow:

**TOURISM, COMMUNITY AND ENTERPRISE, SPECIAL PROJECTS AND REGENERATION, LOCAL ENTERPRISE OFFICE,  
ARTS, LIBRARIES, HOUSING AND ROSCOMMON MUNICIPAL DISTRICT**

<b>COMMUNITY AND ENTERPRISE AND SOCIAL INCLUSION</b>			
<b>Corporate Priority: Quality of Life and Well Being for All</b>			
<b>Core Objectives</b>	<b>Supporting Strategies</b>	<b>Actions for Delivery</b>	<b>Performance Measurement</b>
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"> <li>Extend the County Roscommon Heritage Plan 2017-2021 for 1 year to facilitate a review and the preparation of a new County Roscommon Heritage Plan</li> </ul>	<ul style="list-style-type: none"> <li>Review membership of County Roscommon Heritage Forum</li> <li>Host 4 Heritage Forum meetings / year. (Covid-19 dependant).</li> <li>New Heritage Plan prepared</li> <li>Heritage annual work plan agreed and delivered</li> </ul>
		<ul style="list-style-type: none"> <li>Support the operation of the Built Heritage Investment Scheme and the Historic Structures Fund</li> </ul>	<ul style="list-style-type: none"> <li>Grants allocated, conservation works completed and funding recouped</li> </ul>
		<ul style="list-style-type: none"> <li>Support the operation of the Community Monuments Fund</li> </ul>	<ul style="list-style-type: none"> <li>Grants allocated, projects completed and funding recouped</li> </ul>
		<ul style="list-style-type: none"> <li>Support the operation of the National Biodiversity Action Plan and Invasive Alien Species Funds</li> </ul>	<ul style="list-style-type: none"> <li>Funding applications made, projects delivered, funding recouped</li> </ul>

		<ul style="list-style-type: none"> <li>Support community groups to help them achieve their heritage projects (Strategic Goal 2 County Roscommon Heritage Plan 2017-2021)</li> </ul>	<ul style="list-style-type: none"> <li>Support Rindoon as part of the Irish Walled Towns Network</li> <li>Support the Kiltewan Church Conservation project</li> </ul>
		<ul style="list-style-type: none"> <li>Support the Promotion of Rathcroghan as one of the Royal Sites of Ireland</li> </ul>	<ul style="list-style-type: none"> <li>Attend Royal Sites of Ireland working group and steering group meeting and project support and operation</li> <li>Support the provision of archaeological advice to the farming Rathcroghan EIP project</li> <li>Support the Táin March Festival and its associated schools programme.</li> </ul>
		<ul style="list-style-type: none"> <li>Promote the care, conservation and recording of historic graveyards (Strategic Goal 6 of the County Roscommon Heritage Plan 2017-2021)</li> </ul>	<ul style="list-style-type: none"> <li>Maintain, update and promote <a href="http://www.roscommonco.ie/cemeteries">www.roscommonco.ie/cemeteries</a></li> <li>Conservation specifications and schedule of works or 1 masonry ruin</li> </ul>
		<ul style="list-style-type: none"> <li>Promote awareness of Biodiversity (Strategic Goal 7 of the County Roscommon Heritage Plan 2017-2021)</li> </ul>	<ul style="list-style-type: none"> <li>County Actions for Swifts - swift colony creation project</li> <li>World Wetlands Day (Covid-19 dependent)</li> <li>Support community biodiversity projects</li> </ul>

		<ul style="list-style-type: none"> <li>Collect and disseminate heritage information (Strategic Goal 8 of the County Roscommon Heritage Plan 2017-2021)</li> </ul>	<ul style="list-style-type: none"> <li>Roscommon Heritage Bursary (Covid 19 dependent)</li> <li>Support Co. Roscommon Folklore and Oral Network (Covid 19 dependent)</li> </ul>
	Strive to make Roscommon climate resilient and play a leadership role in transitioning to a decarbonized society climate proofing our strategies, policies and procedures, and actively engaging our citizens	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Roscommon County Council actions for Pollinators – as a partner to the All-Ireland Pollinator Plan</li> <li>Let's get buzzing Pollinator Award for Schools and Cemeteries (Covid 19 Dependent)</li> </ul>
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"> <li>Create public awareness and promote increased participation in the development of local authority led plans and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Plans/Annual Work Plans agreed and delivered</li> <li>Number of engagements by the Council with PPN, JPC and LCDC</li> <li>Number of organisations signed up to PPN as part of Social Inclusion College</li> <li>NOAC Y2</li> </ul>
		<ul style="list-style-type: none"> <li>Lead and promote community and local development through the preparation and implementation of the Local Economic and Community Plan</li> </ul>	<ul style="list-style-type: none"> <li>New L.E.C.P. to be delivered in 2022 in accordance with guidelines.</li> <li>Key priorities delivered within timeframes set out in implementation plan</li> </ul>



	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"> <li>Support the operation and function of the Local Community Development Committee (LCDC)</li> </ul>	<ul style="list-style-type: none"> <li>Key priorities in delivering the Local Development Strategy and SICAP through Roscommon County Council and Roscommon Leader Partnership</li> </ul>
		<ul style="list-style-type: none"> <li>Support National Heritage Week</li> </ul>	<ul style="list-style-type: none"> <li>Organise 2 projects/events for National Heritage Week (Covid-19 dependent)</li> <li>Encourage community groups to organise events for National Heritage Week (Covid-19 dependent)</li> <li>Promote National Heritage Week events in the county (Covid 19 dependent)</li> </ul>
		<ul style="list-style-type: none"> <li>Support the Town Team Structure</li> </ul>	<ul style="list-style-type: none"> <li>Provision of liaison officer</li> <li>Attendance at quarterly meetings</li> </ul>
		<ul style="list-style-type: none"> <li>Implementation of Community Grant Schemes</li> </ul>	<ul style="list-style-type: none"> <li>Promote and distribute; Amenity Grants; CEP; CLAR; CEF; DAF Social Enterprise, Disability participation awareness and Community Activities fund</li> </ul>

		<ul style="list-style-type: none"> <li>Implementation of the Leader Programme and Transitional Programme under the Local Development Strategy (LDS) . "EURI Funding"</li> </ul>	<ul style="list-style-type: none"> <li>Deliver and implement the Leader programme and transitional programme in conjunction with Roscommon Leader Partnership and as per the terms and guidelines of the programme. "EURI Funding"</li> <li>Deliver on Article 48 checks on both Projects and Claims as they arise throughout the year and the lifetime of the programme.</li> </ul>
	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"> <li>Development of County Roscommon Migrant Integration Strategy 2022-2025</li> </ul>	<ul style="list-style-type: none"> <li>Engage Consultant to assist with development of Strategy</li> <li>Hold at least 4 No. Migrant Integration Steering &amp; Working Group Meetings</li> <li>Hold a number of Public Consultation Meetings or Online Meetings pending Government and HSE Guidelines with regards to Covid 19</li> </ul>

		<ul style="list-style-type: none"> <li>• Develop a new Equality, Diversity and Inclusion Strategy for Roscommon Arts Centre in consultation with communities &amp; undertake two pilot EDI Projects</li> <li>• Implement actions associated with Roscommon Arts Centre's new Audience Plan</li> <li>• Subject to funding offer a new artist residency opportunity at Roscommon Arts Centre to an under-represented artist including ethnic minority, Black artists, LGBTQ+ artists/companies, deaf, vision impaired or disabled artists/companies.</li> </ul>	<ul style="list-style-type: none"> <li>• Engage Consultant to assist with development of EDI Strategy for Arts Centre</li> <li>• Engage professional practitioners to lead and develop 2 EDI focused projects at Roscommon Arts Centre</li> <li>• Deliver on 2 EDI actions in the Arts Centre's new Audience Development Plan</li> <li>• Offer one artist/s a 2 month paid residency at Roscommon Arts Centre</li> </ul>
	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"> <li>• Continued development of innovative timetables and routes to provide access to public services and transportation links</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of suitable locations for Bus Stops in County Roscommon in partnership with Local Link</li> </ul>

	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"> <li>• Liaise with, Support and Promote the work of the Sports Development Officers: FAI; GAA; LGFA, Connacht and Roscommon Sports Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Review HOA each year and amend KPI in light of Covid-19 where necessary</li> <li>• Ensure that payment of Council's Support Contribution is processed in a timely manner</li> <li>• Promote activities through National Social Inclusion Week/Recreation Week/Play Day/Bike Week/Science Week</li> </ul>
	Provide art, library and recreation facilities to promote creativity and foster lifelong engagement with these services	<ul style="list-style-type: none"> <li>• Devise and implement Arts and Creative Ireland Plans</li> <li>• Develop County Roscommon Arts Strategy 2022-2027</li> <li>• Implement Roscommon Arts Centre's strategic &amp; Audience Development Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of Creative Ireland Roscommon Programme within budget as agreed by Culture Team</li> <li>• Engage Consultant to assist with development of strategy</li> <li>• Delivery of Arts Office programme in line with the guiding principles of the Arts Plan and within budget</li> <li>• Deliver Roscommon Arts Centre's programme in line with objectives of both plans</li> </ul>

		<ul style="list-style-type: none"> <li>Develop, deliver and support a vibrant year-round programme of cultural events &amp; activities in Local Authority venues, off-site locations and communities throughout the county</li> </ul>	<ul style="list-style-type: none"> <li>Deliver a year round programme in Roscommon Arts Centre's spaces and seasonally within King House and the Douglas Hyde Centre &amp; the network of libraries</li> <li>Co-ordinate a programme of events for Culture Night</li> <li>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</li> </ul>
		<ul style="list-style-type: none"> <li>Provide and deliver a range of supports to artists that enables them to create, develop and present work</li> </ul>	<ul style="list-style-type: none"> <li>Working with local and national partners, 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</li> </ul>

		<ul style="list-style-type: none"> <li>• Develop opportunities for the public to actively engage with the arts by championing the development and delivery of artist-led programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Develop public engagement opportunities as part of artist residencies and commissions.</li> <li>• Support the ongoing development of public engagement programmes delivered via the Arts &amp; Library Services</li> </ul>
	Promote Healthy Ireland initiatives	<ul style="list-style-type: none"> <li>• Implementation of identified priority actions under Healthy Ireland</li> </ul>	<ul style="list-style-type: none"> <li>• Carry out initiatives as identified in the Healthy Roscommon Plan in conjunction with the LCDC's</li> <li>• Healthy and Well Being Sub Committee</li> <li>• Promote and support Healthy Ireland Funding Streams as announced by Pobal</li> <li>• Implement Round 4 of the Healthy Ireland Fund (2022 – 2025)</li> </ul>

		<ul style="list-style-type: none"> <li>• Implementation of identified priority actions under Age Friendly Ireland</li> </ul>	<ul style="list-style-type: none"> <li>• Development of New Age Friendly Strategy to commence</li> <li>• Public consultations to be held including input from relevant stakeholders or Online consultations pending Government &amp; HSE Guidelines with regard to Covid-19</li> <li>• Continue to roll out Age Friendly Initiatives as identified by Age Friendly Ireland and Roscommon Older Peoples Network</li> </ul>
--	--	--	---

Corporate Priority: Economic and Community Development			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
Positive Promotion of the County	Promote Roscommon as a tourist destination through marketing, expanding visitor experience, product development, events and tourism exhibitions	Implementation of the Tourism Strategy of Statement and Work plan 2017 -2022	<ul style="list-style-type: none"> <li>• Deliver the Annual Festivals and Events Fund</li> <li>• Work with RRO, Communities and projects to deliver the ORIS Schemes</li> <li>• Attend Tourism Trade Events at regional, national and international level.</li> <li>• Continue to updated and edit Roscommon Walks/Tourism Brochures</li> <li>• Development of promotion stands for Attractions and Activities</li> <li>• Marketing material development - Casey's Roscommon and relevant venues - Promotional videos and photography</li> </ul>



	<p>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</p>	<ul style="list-style-type: none"> <li>• Actively participate in all networking and public consultation</li> </ul>	<ul style="list-style-type: none"> <li>• Participate on IHH networks</li> <li>• Work with RRO, Coillte, WWI, BnM, IWAK, local community and other state bodies on the development of quality visitor experiences</li> <li>• Seek funding aligning with the Shannon Masterplan and Beara Breifne Way</li> </ul>
	<p>Promote tourist attractions and activities to maintain sustainable growth in tourism revenue and employment in both public and private sectors</p>	<ul style="list-style-type: none"> <li>• Provide information to all tourism trade providers</li> </ul>	<ul style="list-style-type: none"> <li>• Host Roscommon Tourism Network Meetings</li> <li>• Host County and intercountry Tourism Trade Networking events</li> <li>• Provide training for tourism trade on marketing and social meeting</li> <li>• Updating of tourism trade details on <a href="http://www.visitroscommon.ie">www.visitroscommon.ie</a></li> <li>• Work with Fáilte Irelands on delivery of the Destination Town funding in Boyle</li> <li>• Work with consultants on delivery of Feasibility study for potential tourism products.</li> </ul>

	Promote culture, heritage and the river and lake landscape character of Roscommon as a place to visit	<ul style="list-style-type: none"> <li>• Work with all relevant regional and local bodies on the promotion of County Roscommon</li> </ul>	<ul style="list-style-type: none"> <li>• Number of visitors to <a href="http://www.visitroscommon.ie">www.visitroscommon.ie</a> and the associated social media sites</li> <li>• Number of visitors to tourism attractions and activities</li> </ul>
	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"> <li>• Review the Potential for Trails development throughout the county</li> </ul>	<ul style="list-style-type: none"> <li>• Liaise with Coillte, Bord Na Mona, Failte Ireland and other relevant stakeholders on potential trails development and associated funding</li> </ul>
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"> <li>• Actively participate in Stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Attend IWAK Stakeholder meetings</li> <li>• Provision of tourism marketing material for Discovery Arrivals area once fully operational</li> </ul>
	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"> <li>• Apply for funding under the Historic Structures Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Funding secured. Conservation works carried out in accordance with best conservation practice, funding recouped</li> </ul>
	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"> <li>• Ongoing Maintenance and management of King House, Douglas Hyde Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Manage and resource the Council's cultural facilities to ensure ongoing maintenance and management of the centers, in preparation for events and the summer seasons</li> </ul>

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"> <li>Dissimination of information to Members to support policy decision and implementation</li> </ul>	<ul style="list-style-type: none"> <li>Presentation of Policies at S.P.C. meetings</li> </ul>
	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"> <li>Improve staff morale through capacity building and skills enhancement to ensure a highly motivated, engaged, innovative and flexible workforce</li> </ul>	<ul style="list-style-type: none"> <li>Highly motivated, engaged, innovative and flexible workforce</li> <li>Monitor and meet internal targets in relation to team and individual performance</li> </ul>
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"> <li>Foster a culture of cross departmental co-operation</li> </ul>	<ul style="list-style-type: none"> <li>Level of co-operation and efficiencies</li> </ul>
		<ul style="list-style-type: none"> <li>Develop effective internal communication systems and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Meet internal targets and continue to ensure communication is improved at all levels</li> </ul>
	Provide opportunities for customers to access our services through the use of digital technology and online services	<ul style="list-style-type: none"> <li>Promote use of online services for Heritage Research Bursary and Amenity Grants</li> </ul>	<ul style="list-style-type: none"> <li>Support communities in the use of new online services</li> <li>Maintain and develop communications through social media, print and broadcast media in line with Roscommon County Council guidelines</li> </ul>

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"> <li>Engage with and support staff to facilitate this measure</li> </ul>	<ul style="list-style-type: none"> <li>Delivery through meetings, health and wellbeing initiatives and I.P.M.</li> </ul>
	Benchmark against NOAC indicators	<ul style="list-style-type: none"> <li>Report NOAC Indicators Annually</li> </ul>	<ul style="list-style-type: none"> <li>NOAC Y1 – Participation in Comhairle na nOg Programme</li> <li>NOAC Y2 – Groups Registered with the PPN</li> </ul>

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"> <li>Implement the Heritage Town Initiative (HTI) for Roscommon town</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with letter of Offer</li> </ul>
	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"> <li>Implement public realm enhancements under URDF, RRDF, ORIS and TVR which promote walking and cycling as alternative modes of transport</li> </ul>	<ul style="list-style-type: none"> <li>Successful implementation in accordance with letters of offer</li> </ul>
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"> <li>Implement town and village enhancements under URDF, RRDF, ORIS and TVR to enhance the attractiveness of our towns and villages</li> </ul>	<ul style="list-style-type: none"> <li>Successful implementation in accordance with letters of offer</li> </ul>
	Provide art, library and recreation facilities to promote creativity and foster lifelong engagement with these services	<ul style="list-style-type: none"> <li>Provide enhanced recreation facilities under national schemes such as ORIS</li> </ul>	<ul style="list-style-type: none"> <li>Successful implementation in accordance with letters of offer</li> </ul>
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"> <li>Promote the attractiveness of the county, its businesses and quality of life through Roscommon Bound - Global Rossie Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Successful implementation of agreed actions in Roscommon Bound Strategy</li> </ul>
		<ul style="list-style-type: none"> <li>Develop the infrastructure to encourage inward investment e.g. Monksland Life Sciences Hub and Soft Landing Space, Castlerea Food</li> </ul>	<ul style="list-style-type: none"> <li>Successful implementation in accordance with letters of offer</li> </ul>

		Hub, Boyle Enterprise Centre and public realm enhancement schemes	
	Develop high quality infrastructure amenities and public realm that support investment and sustainable communities	<ul style="list-style-type: none"> <li>Implement public realm enhancements under URDF, RRDF, ORIS and TVR which promote investment in local communities</li> </ul>	<ul style="list-style-type: none"> <li>Successful implementation in accordance with letters of offer</li> </ul>
	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"> <li>Provide the economic infrastructure to encourage job creation through e.g. Monksland Life Sciences Hub and Soft Landing Space, Castlerea Food Hub, Boyle Enterprise Centre</li> </ul>	<ul style="list-style-type: none"> <li>Successful implementation in accordance with letters of offer</li> </ul>
		<ul style="list-style-type: none"> <li>Utilise the Roscommon Bound website and media platforms to promote economic job opportunities that exist and have the potential to exist in the County</li> </ul>	<ul style="list-style-type: none"> <li>Regular updating of Roscommon Bound website and media platforms</li> </ul>
		<ul style="list-style-type: none"> <li>Participate in the Atlantic Economic Corridor (AEC) project along with other stakeholders to promote the economic development opportunities in the county and region</li> </ul>	<ul style="list-style-type: none"> <li>Actively input into AEC initiatives</li> </ul>
	Positive Promotion of the County	Optimize Roscommon as a tourist destination through marketing, expanding visitor experience, product development, events and	<ul style="list-style-type: none"> <li>Promote the attractions of Roscommon through the Roscommon Bound - Global Rossie project</li> </ul> <ul style="list-style-type: none"> <li>Successful implementation of agreed actions in Roscommon Bound Strategy</li> </ul>

	tourism exhibitions	<ul style="list-style-type: none"> <li>Contribute to product development through enhancement of town centres, development of outdoor recreation infrastructure and engagement with communities through Community Planning process</li> </ul>	<ul style="list-style-type: none"> <li>Successful implementation of funded projects in accordance with letter of offer</li> </ul>
	Promote culture, heritage and the river and lake landscape character of Roscommon as a place to visit	<ul style="list-style-type: none"> <li>Showcase our culture, heritage and landscape to the Global Rossie Family to encourage them to reconnect with our County</li> </ul>	<ul style="list-style-type: none"> <li>Successful implementation of agreed actions in Roscommon Bound Strategy</li> </ul>
		<ul style="list-style-type: none"> <li>Develop “Roscommon Influencer” projects to encourage widespread awareness of all that is great about our county</li> </ul>	<ul style="list-style-type: none"> <li>Successful rollout of Roscommon Influencer project</li> </ul>
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"> <li>Implement funded projects “Hot Desking” facilities around the County</li> </ul>	<ul style="list-style-type: none"> <li>Successful implementation of funded projects in accordance with letter of offer</li> </ul>
	Maximise the potential of all funding opportunities for the maintenance and further development of the County’s infrastructure	<ul style="list-style-type: none"> <li>Research, prepare and submit applications to the various funding streams available e.g. URDF, RRDF, TVR, ORIS etc.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure projects are ready for submission to funding streams</li> </ul>

ENTERPRISE DEVELOPMENT – LOCAL ENTERPRISE 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"> <li>Engage with Enterprise Ireland and IDA to promote Roscommon as a business location</li> </ul>	<ul style="list-style-type: none"> <li>No. of Meetings</li> </ul>
		<ul style="list-style-type: none"> <li>Promote the sales of Roscommon County Council industrial sites to suitable businesses</li> </ul>	<ul style="list-style-type: none"> <li>No of sites sold</li> </ul>
		<ul style="list-style-type: none"> <li>Develop and maintain a database of vacant commercial premises</li> </ul>	<ul style="list-style-type: none"> <li>Completion of database</li> </ul>
	Develop and support business through Local Enterprise Office and all key development agencies	<ul style="list-style-type: none"> <li>Deliver funding for business through M1 grants</li> </ul>	<ul style="list-style-type: none"> <li>Number of M1 applications</li> <li>Number of grants approved</li> <li>Projected jobs created related to grant awards</li> <li>Average cost per job</li> <li>Number of jobs created in LEO supported businesses</li> </ul>
		<ul style="list-style-type: none"> <li>Provide targeted training to support businesses</li> </ul>	<ul style="list-style-type: none"> <li>No of people trained</li> </ul>
		<ul style="list-style-type: none"> <li>Deliver mentoring programmes to support businesses</li> </ul>	<ul style="list-style-type: none"> <li>No of businesses supported</li> </ul>



		<ul style="list-style-type: none"> <li>• Increase the profile of Roscommon Business by assisting them display at the National Ploughing Championships and Showcase</li> </ul>	<ul style="list-style-type: none"> <li>• No of businesses supported</li> </ul>
		<ul style="list-style-type: none"> <li>• Provide Technical Assistance for Micro-Exporters funding to help business start their export journey</li> </ul>	<ul style="list-style-type: none"> <li>• No of businesses supported</li> </ul>
		<ul style="list-style-type: none"> <li>• Provide a First Stop Shop for Business Enquiries</li> </ul>	<ul style="list-style-type: none"> <li>• No of Enquiries dealt with</li> </ul>
		<ul style="list-style-type: none"> <li>• Facilitate access to alternative funding sources for business</li> </ul>	<ul style="list-style-type: none"> <li>• No of Microfinance applications</li> </ul>
		<ul style="list-style-type: none"> <li>• Provide a Progression Pathway for high potential start-ups to Enterprise Ireland</li> </ul>	<ul style="list-style-type: none"> <li>• No. of clients transferred</li> </ul>
	Stimulate residential and commercial development in our towns and villages through collaboration with communities and government agencies.	<ul style="list-style-type: none"> <li>• Co-operate with Roscommon Leader Partnership to support commercial development and Joint Training</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in Leader Evaluation</li> <li>• No of participants on Reboot Networking</li> <li>• Roscommon Food Strategy</li> </ul>
		<ul style="list-style-type: none"> <li>• Support Community lead economic initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Target support to business networks and community festivals</li> </ul>
	Deliver high quality infrastructure amenities and public health realm that support investment and sustainable communities.	<ul style="list-style-type: none"> <li>• Assist with the delivery of Economic Infrastructure Projects at Monksland Innovation Centre and Castlerea Food Hub and An Bealach</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of projects in accordance with schedule</li> </ul>

		<ul style="list-style-type: none"> <li>Promote remote working throughout the County</li> </ul>	<ul style="list-style-type: none"> <li>No. of desk spaces provided in the County</li> </ul>
	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"> <li>Work with Regional Skills Fora to develop new programmes.</li> </ul>	<ul style="list-style-type: none"> <li>No of meetings/programmes delivered</li> </ul>
		<ul style="list-style-type: none"> <li>Promote and Deliver Trading Online Voucher Scheme</li> </ul>	<ul style="list-style-type: none"> <li>No of Applications</li> </ul>
		<ul style="list-style-type: none"> <li>Deliver a Student Enterprise Programme in partnership with Second level schools</li> </ul>	<ul style="list-style-type: none"> <li>No of schools and students participating</li> </ul>
		<ul style="list-style-type: none"> <li>Promotion of Female Entrepreneurship through the provision of targeted gender specific programmes.</li> </ul>	<ul style="list-style-type: none"> <li>No of clients supported</li> </ul>
	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"> <li>Work with partners to promote regional tourism and economic development projects</li> </ul>	<ul style="list-style-type: none"> <li>No. of meetings</li> </ul>
		<ul style="list-style-type: none"> <li>Participate in Just Transition project</li> </ul>	<ul style="list-style-type: none"> <li>Outcome of 2 Feasibility Studies</li> </ul>
	Support businesses to be competitive, innovative, to meet the challenges of a changing business environment and the impact of Brexit and Covid 19.	<ul style="list-style-type: none"> <li>Promote Business efficiency through programmes such as LEAN and GREEN</li> </ul>	<ul style="list-style-type: none"> <li>Number of Businesses on LEAN programme</li> <li>Number of businesses embracing GREEN</li> <li>Number of Digitalisation Vouchers</li> </ul>

		<ul style="list-style-type: none"> <li>Identify and deliver sectoral specific supports</li> </ul>	<ul style="list-style-type: none"> <li>No of Supports delivered</li> </ul>
		<ul style="list-style-type: none"> <li>Deliver Brexit supports including specific mentoring.</li> </ul>	<ul style="list-style-type: none"> <li>No. of Businesses Supported</li> </ul>
		<ul style="list-style-type: none"> <li>Promote Innovation through award of Feasibility Study grants, Agile Funding and Innovation Vouchers</li> </ul>	<ul style="list-style-type: none"> <li>No. of Feasibility Grant Applications</li> <li>No. of Agile Application</li> </ul>
		<ul style="list-style-type: none"> <li>Develop and deliver a support to help business become more efficient through energy efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Implement Lower Carbon Lower Cost Initiative</li> </ul>

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"> <li>Provide information to Members to support policy decision and implementation</li> </ul>	<ul style="list-style-type: none"> <li>Presentation of Policies at S.P.C. meetings.</li> </ul>
		<ul style="list-style-type: none"> <li>Support the Economic Development SPC</li> </ul>	<ul style="list-style-type: none"> <li>No. of Meetings</li> </ul>
	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"> <li>Build capacity by making available appropriate staff training and development</li> </ul>	<ul style="list-style-type: none"> <li>Monitor and meet internal targets in relation to team and individual performance.</li> </ul>

‘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"> <li>• Liaise with other Development agencies and co-operate with regional partners to deliver services to clients</li> </ul>	<ul style="list-style-type: none"> <li>• No. Of collaborative programmes</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop effective internal communication systems and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Meet internal targets and continue to ensure communication is improved at all levels.</li> </ul>
	Provide opportunities for customers to access our services through the use of digital technology and online services	<ul style="list-style-type: none"> <li>• Maintain current information on website and promote LEO supports through social media</li> </ul>	<ul style="list-style-type: none"> <li>• Grow social media presence</li> </ul>
‘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"> <li>• Engage with and support staff to facilitate this measure</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery through meetings, health and wellbeing initiatives and I.P.M.</li> </ul>
	Benchmark against NOAC indicators	<ul style="list-style-type: none"> <li>• Report NOAC Indicators Annually</li> </ul>	<ul style="list-style-type: none"> <li>• NOAC J1- Job creation</li> <li>• NOAC J2 – Trading Online Vouchers</li> <li>• NOAC J3- Mentoring Provided</li> </ul>

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"> <li>• Provision of Sensory lending collection</li> <li>• Accessibility to be included as part of Library Development Plan</li> <li>• Availability of online events and services</li> <li>• Review library opening hours in line with user requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Number of items borrowed</li> <li>• Number of Sense-Ability members</li> <li>• Addressed in the Library Development Plan</li> <li>• Engagement with online events/ services</li> <li>• Opening hours reviewed</li> </ul>
	Provide art, library and recreation facilities and foster lifelong engagement with these services	<ul style="list-style-type: none"> <li>• Manage the provision of Library Services</li> <li>• Use marketing tools to promote the wide range of library services</li> <li>• Deliver a 5-year Library Development Plan 2022-2026</li> <li>• Manage the operation of library services in line with COVID-19 guidelines</li> <li>• Review Mobile Library Service provision across the county</li> <li>• Provision of a programme of events for local and national programmes</li> </ul>	<ul style="list-style-type: none"> <li>• NOAC L1 A – Number of visits to libraries</li> <li>• NOAC L1 B – Numbers of items issued</li> <li>• NOAC L1 C – number of registered library members</li> <li>• Library Development Plan Published</li> <li>• Mobile library service use / membership</li> <li>• Events held</li> <li>• Development of facilitators framework</li> </ul>
	Promote Age Friendly and Healthy Ireland initiatives	<ul style="list-style-type: none"> <li>• Continue Healthy Ireland at Your Library service</li> <li>• Actively participate in Age Friendly initiatives</li> <li>• Membership of Age Friendly Interdepartmental Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement with Healthy Ireland Programme.</li> <li>• Age friendly initiatives delivered</li> <li>• Participation on Committee</li> </ul>

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"> <li>• Delivery of Work Matters programme in line with national targets</li> <li>• Collaboration with Local Enterprise office and other partners in delivering events and information provision in libraries</li> </ul>	<ul style="list-style-type: none"> <li>• National Work Matters targets</li> <li>• Number of events delivered e.g. Enterprise week</li> </ul>
Developing Sustainable Infrastructure to Cater for the Future Needs of the County	Implement free public space access to Wi-Fi connectivity for citizens across our towns and villages	<ul style="list-style-type: none"> <li>• Continued Provision of free Wi-Fi/ computer facilities in library branches</li> </ul>	<ul style="list-style-type: none"> <li>• Use of computer facilities in libraries</li> <li>• Use of Wifi facilities</li> </ul>
	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"> <li>• Review of assets register</li> <li>• Digitisation of materials from of local interest from collections held in the County Library</li> <li>• Address building maintenance issues across library buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Accurate assets register</li> <li>• Materials digitised and accessible by digital means</li> <li>• Maintenance issues addressed</li> </ul>
	Maximise the potential of all funding opportunities for the maintenance and further development of the County's infrastructure	<ul style="list-style-type: none"> <li>• Engage with suitable funding opportunities for the maintenance and development of library services</li> <li>• Complete small scale capital works in Strokestown</li> <li>• Complete My Open Library works in Ballaghaderreen Library</li> </ul>	<ul style="list-style-type: none"> <li>• Funding secured</li> <li>• Works completed</li> <li>• Library Reopened</li> <li>• My Open Library in place in Ballaghaderreen</li> </ul>

Corporate Priority: Quality Service to our People			
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	Investigate opportunities for the library service to deliver actions under the All-Ireland Pollinator Plan	Actions delivered
Inspire Leadership	Facilitate our elected members through the provision of timely information, training and facilities, and by supporting all political structures and committees	Effective communication of updates relating to service provision	<ul style="list-style-type: none"> <li>• SPC meetings attended</li> <li>• Quarterly Management Reports</li> </ul>
	Manage the organisation effectively working collaboratively with all stakeholders	<ul style="list-style-type: none"> <li>• Work with existing and explore the development of new partners for collaborative opportunities</li> <li>• Memorandum of understanding (MOU) developed for project partners</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of collaborative programmes</li> <li>• MOU in place</li> </ul>
	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"> <li>• Implement the Integrated Performance Management System</li> </ul>	<ul style="list-style-type: none"> <li>• IPPs are carried out in line with IPM</li> <li>• Monthly meetings</li> </ul>
	Create a culture of continuous learning and development	<ul style="list-style-type: none"> <li>• Engage with a national training opportunities for library staff through the LGMA</li> <li>• Delivery of staff training</li> <li>• CPD training for staff</li> </ul>	<ul style="list-style-type: none"> <li>• No of training days</li> <li>• CPD opportunities</li> </ul>

	Promote the use of the Irish language by providing service, where possible, through Irish	<ul style="list-style-type: none"> <li>Explore opportunities to deliver Irish language events in libraries</li> </ul>	<ul style="list-style-type: none"> <li>Number of Irish language events</li> </ul>
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"> <li>Continue to develop and promote eLibrary services</li> <li>Delivery of New National Library Management System (LMS) and distribution service</li> <li>Develop and promote a digital platform for local history information</li> <li>Explore opportunities to engage with Digital Transformation</li> </ul>	<ul style="list-style-type: none"> <li>Number of items borrowed /accessed electronically</li> <li>New LMS implemented</li> <li>Changes to processes</li> <li>Usage of the new digital local history system</li> </ul>
	Promote a culture in the workplace where customers and staff are respected, valued and treated with dignity	<ul style="list-style-type: none"> <li>Addressing customer service concerns</li> <li>Participation in Customer Service Action Plan meetings</li> </ul>	<ul style="list-style-type: none"> <li>Customer Charter</li> </ul>
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"> <li>Comply with all requirements of the Safety Health and Welfare at Work Act 2005 and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with legislation and policies</li> </ul>
	Ensure compliance with public spending code, procurement policies and best practice in achieving value for money	<ul style="list-style-type: none"> <li>Following procurement guidelines</li> <li>Monitoring of Revenue and Capital Codes</li> </ul>	<ul style="list-style-type: none"> <li>Operating within the agreed budget</li> </ul>
Good Governance	Continual implementation of the Ethics Register, Code of Conduct, GDPR, FOI and Child Protection Policies	<ul style="list-style-type: none"> <li>Comply with requirements with ongoing monitoring and review</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of child protection requirements</li> <li>Actions dealt with</li> </ul>
	Provide assurance through the delivery of best practice in Corporate Governance, Risk Management, Financial Management and Audit Systems	<ul style="list-style-type: none"> <li>Comply with corporate governance requirements</li> <li>Procedures register</li> </ul>	<ul style="list-style-type: none"> <li>Submission of reports</li> <li>Register and procedures up to date</li> </ul>



HOUSING UNIT			
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	Improve energy efficiency of local authority housing stock	<ul style="list-style-type: none"> <li>▪ Avail of available funding and systematically up-grade poorest performing housing units (BER)</li> </ul>
		Address impact of new housing construction projects on environment	<ul style="list-style-type: none"> <li>▪ % of new developments where AA/EIS Screening were carried out and findings incorporated into the scheme (Part VIII)</li> <li>▪ % private developments complying with Part V requirements</li> </ul>
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	Minimise the number of vacant stock	<ul style="list-style-type: none"> <li>▪ NOAC indicator value H2</li> </ul>
		Manage average cost of refurbishment (re-letting) works to ensure VFM, compliance with standards and procurement requirements	<ul style="list-style-type: none"> <li>▪ NOAC indicator value H3B</li> </ul>
		Maintain local authority housing stock (routine and planned management programmes, insurance, etc.)	<ul style="list-style-type: none"> <li>▪ NOAC indicator value H4</li> <li>▪ Evaluate pilot condition survey to facilitate planned maintenance measures</li> </ul>
		Encourage the formation of residents' associations	<ul style="list-style-type: none"> <li>▪ No. associations formed</li> <li>▪ No. actions initiated</li> </ul>

		Support and enable tenants through provision of orientation training, Tenant Handbook and Tenant Liaison Officer initiatives	<ul style="list-style-type: none"> <li>▪ % receiving new tenant training</li> <li>▪ Distribute new Tenant Handbook</li> </ul>
		Maintain public spaces in Council owned estates and Traveller-specific housing estates	<ul style="list-style-type: none"> <li>▪ Inspection records</li> </ul>
		Respond (as landlord) to reports of anti-social behaviour	<ul style="list-style-type: none"> <li>▪ No. instances/outcomes</li> </ul>
	Ensure high quality social housing is delivered as part of the Government Strategy Housing for All- A New Housing Plan for Ireland	Capture Applications in a timely manner	<ul style="list-style-type: none"> <li>▪ % of valid applications processed within 12 weeks</li> </ul>
		Carryout annual housing needs assessment	<ul style="list-style-type: none"> <li>▪ Comply with deadline requirements</li> </ul>
		Add additional social housing units to local authority stock	<ul style="list-style-type: none"> <li>▪ Housing for All targets</li> </ul>
		Reduce the average time between tenancies (from date of vacancy to date of new tenancy)	<ul style="list-style-type: none"> <li>▪ NOAC indicator value H3A</li> </ul>
		Promote the RAS scheme as appropriate (HAP is the default scheme)	<ul style="list-style-type: none"> <li>▪ No. of tenants versus Housing for All targets</li> </ul>
		Promote Housing Assistance Payment scheme (HAP)	<ul style="list-style-type: none"> <li>▪ HAP scheme operating at agreed Department levels (Housing for All targets)</li> </ul>
		Progress the Capital Housing Programme (Housing for All 2022-2026 pipeline)	<ul style="list-style-type: none"> <li>▪ Capital Project 59 week programme versus Housing for All targets</li> </ul>
		Progress acquisitions and Buy and Renew Scheme	<ul style="list-style-type: none"> <li>▪ Utilise AHBs to strategically acquire social housing units (acquisition programme for LAs has been severely curtailed)</li> </ul>

		Progress leasing agreements including Repair and Lease Scheme and MTR Scheme applications	<ul style="list-style-type: none"> <li>▪ Number of lease agreements versus Housing for All targets</li> <li>▪ MTR applications processed</li> </ul>
		Progress the Traveller Accommodation Programme	<ul style="list-style-type: none"> <li>▪ Apply for annual funding</li> <li>▪ Funded elements of programme complete</li> <li>▪ Number of LTACC meetings held</li> <li>▪ Provide Covid-19 self-isolation units when required</li> </ul>
		Assist Housing Associations (AHBs) in progressing their schemes	<ul style="list-style-type: none"> <li>▪ No. of schemes identified</li> <li>▪ No. of schemes supported</li> <li>▪ Facilitate AHB Forum</li> </ul>
		Administer Housing Adaptation Grant Schemes	<ul style="list-style-type: none"> <li>▪ % of allocation expended</li> <li>▪ % of monthly expenditure recouped</li> <li>▪ % payments made within two weeks</li> </ul>
		Implement Tenant Purchase and Home Loan Schemes	<ul style="list-style-type: none"> <li>▪ No. of valid TP applications processed</li> <li>▪ No. valid loan applications processed</li> </ul>
		Carry out property inspections in accordance with the annual inspection plan	<ul style="list-style-type: none"> <li>▪ No. and type of inspections</li> <li>▪ No. properties inspected (NOAC H5)</li> </ul>
		Manage Homelessness Service in accordance with adopted Regional Action	<ul style="list-style-type: none"> <li>▪ Maintain indicator value</li> </ul>

		Plan and Housing First	<ul style="list-style-type: none"> <li>Revised Plan in place</li> <li>NOAC indicator value H6</li> <li>Housing First proposal and targets</li> <li>Provide Covid-19 self-isolation units when required</li> </ul>
	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	Facilitate independent or assisted independent living for people with a disability (including HSE de-congregation programme)	<ul style="list-style-type: none"> <li>Disability meetings</li> <li>Annual targets (minimum 17% un-adopted PWD plan)</li> </ul>
		Facilitate social inclusion programmes for refugees and migrants	<ul style="list-style-type: none"> <li>Allocations of identified groups</li> </ul>
	Promote Age Friendly and Healthy Ireland initiatives	Participate in a cross-functional team to deliver the Age-Friendly Action Plan	<ul style="list-style-type: none"> <li>Actions delivered</li> </ul>
<b>Corporate Priority – Economic and Community Development</b>			
<b>Core Objectives</b>	<b>Supporting Strategies</b>	<b>Actions for Delivery</b>	<b>Performance Measurement</b>
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.	Provide a routine maintenance service in accordance with the Tenant Handbook	<ul style="list-style-type: none"> <li>NOAC H4 housing maintenance direct costs</li> </ul>
		Provide pro-active maintenance service subject to funding	<ul style="list-style-type: none"> <li>NOAC H4 housing maintenance direct costs</li> </ul>
		Reduce (sell) non-viable, vacant and derelict housing stock in areas with no reliable demand	<ul style="list-style-type: none"> <li>Indicator value exceeded H2</li> </ul>

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	Housing SPC meetings	<ul style="list-style-type: none"> <li>Meetings held</li> </ul>
	Facilitate our elected members through the provision of timely information, training and facilities and by supporting all political structures and committees	Housing SPC meetings	<ul style="list-style-type: none"> <li>Meetings held</li> </ul>
	Manage the organisation effectively working collaboratively with all stakeholders	Corporate Plan Unit Operational Plan IPM Meetings Quarterly Management Reports Annual Reports Budget Report	<ul style="list-style-type: none"> <li>Plans and Reports prepared</li> </ul>
	Develop efficient, effective and highly motivated staff through competency and knowledge development, career opportunities and the implementation of the Integrated Performance Management System	IPM meetings and IPPs	<ul style="list-style-type: none"> <li>Meeting held and recorded of same</li> </ul>
	Create a culture of continuous learning and development	Participation in relevant training	<ul style="list-style-type: none"> <li>Training records</li> </ul>
	Promote positive employee relations and engagement	Introduce more effective methods of working and incorporate IT solutions where appropriate	<ul style="list-style-type: none"> <li>No of change projects delivered</li> </ul>
Value Our Customers	Foster consultation, collaboration and continuous improvement in all our engagement with our customers, communities and stakeholders	Ensure accurate rent collection and actively manage debt collection (loans and rent) in a fair and reasonable manner	<ul style="list-style-type: none"> <li>Update tenant information (annual rent review)</li> <li>No. tenants in arrears (amount)</li> <li>No. loans in arrears (amount)</li> </ul>

		<p>Annual Summary of Social Housing Needs Assessment</p> <p>LTACC</p> <p>Housing Disability Group</p> <p>West Region Homeless Management Group</p> <p>AHB Delivery Forum</p>	<ul style="list-style-type: none"> <li>▪ SSHNA carried out</li> <li>▪ Meetings held</li> </ul>
		Process requests for information	<ul style="list-style-type: none"> <li>• No. FOI requests</li> <li>• No. tenant queries</li> <li>• No. public/media queries</li> <li>• No. solicitor queries</li> <li>• No. political representations</li> </ul>
	Provide opportunities for customers to access our services through the use of digital technology and online services	Implement identified ICT solutions	<ul style="list-style-type: none"> <li>• ICT is part of each change initiative</li> </ul>
	Promote a culture in the workplace where customers and staff are respected, valued and treated with dignity	Record and address all complaints in accordance with complaints policy	<ul style="list-style-type: none"> <li>• Measure number and type of complaints received and outcomes</li> <li>• Record number of complaints referred to the ombudsman</li> </ul>
		Ensure customer's privacy is respected and protected	<ul style="list-style-type: none"> <li>• Comply with GDPR</li> <li>• Document management policy</li> </ul>
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	Carry out all operations in accordance with the 2005 SHWW Act and the 2006 Construction Regulations	<ul style="list-style-type: none"> <li>• Record of instances</li> <li>• Risk Management Document</li> <li>• Quarterly management reports</li> </ul>
	Ensure compliance with public spending code, procurement policies and best practice in	Comply with procurement requirements	<ul style="list-style-type: none"> <li>• % projects complying with procurement rules</li> </ul>

	achieving value for money	Public Spending Code Audit	<ul style="list-style-type: none"> <li>• Comply with audit requirements</li> </ul>
	Benchmark against NOAC indicators	NOAC annual return	<ul style="list-style-type: none"> <li>• Submit NOAC indicators in accordance with NOAC requirements</li> </ul>
Good Governance	Continual implementation of the Ethics Register, Code of Conduct, GDPR, FOI and Child Protection Policies	Update Ethics Register	<ul style="list-style-type: none"> <li>• Return of annual declarations</li> </ul>
		Comply with GDPR legislation and Corporate policy	<ul style="list-style-type: none"> <li>• Level of compliance</li> </ul>
		Respond to FOI requests for information	<ul style="list-style-type: none"> <li>• Provide appropriate information in the prescribed time-frame</li> </ul>
		Comply with Child Safeguarding Policy and Procedures	<ul style="list-style-type: none"> <li>• Garda vetting of staff</li> <li>• Training of staff</li> <li>• Compliance with Unit risk assessment</li> </ul>

**ROADS AND TRANSPORTATION, EMERGENCY SERVICES, BUILDING CONTROL, PLANNING  
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	Participate in the Roscommon County Council Climate Action Team and progress actions identified relative to the Roads Department	Actions implemented as monitored by Climate Action Team
	Ensure Roscommon locations 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	Co-operate with the Office of Public Works (OPW) in progressing flood mitigation measures at Carrick-on-Shannon, Lough Funshinagh and Bogganfin, Athlone	Schemes progressed
		Apply to OPW for funding for Flood Relief Schemes	Number of schemes submitted to OPW Number of OPW funded schemes completed
		Carry out drainage maintenance on designated rivers	Arterial Drainage Programme 2022 completed
		Progress projects under Department of Transport's Climate Change Adaptation and Resilience programme	Number of projects completed
		Inspection and maintenance of critical infrastructure	Management of severe weather events
Support Cultural and Community	Work with the Gardaí, Road Safety Authority and other groups to promote road safety	Promote road safety awareness and education	2022 road accident statistics from the Road Safety Authority
		The Road Safety Officer in conjunction with An Garda Síochána to promote road	Number of the Roscommon



y Developme nt	awareness and reduce road deaths and serious injury accidents in line with national targets in the Road Safety Strategy	safety events including Road Safety Week, Junior Wardens competitions, and Poster competitions	Road Safety Together Committee held
		Liaising with schools and community groups	
Corporate Priority: Economic and Community Development			
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	Provision and improvement of cycleways and walkways	Continue to progress the Athlone to Galway cycleway in conjunction with Transport Infrastructure Ireland (TII), Westmeath County Council and Galway County Council  Develop other projects as identified
Developing sustainable infrastruc ture to cater for the future needs of the county	Through funding and working with Transport Infrastructure Ireland and the Department of Transport, National Transport Authority, develop and implement a programme for the upgrading, maintenance and improvements of our roads network	Prepare and implement the Road Works Programme 2022	Road Works Programme delivered
		Maintenance of History of Pavement works; Road Pavement Surface Inventory and Survey (Mechanical and Visual)	Performance Indicators R1
		Pavement Surface Condition Index (PSCI) ratings for regional, local primary and local secondary roads	R2
		Progress projects under the Active Travel Fund Programme	Number of projects delivered
	Maximise the potential of all funding opportunities for the maintenance and further development of the County’s infrastructure	Progress national road projects:	Projects delivered
		N5 Ballaghaderreen-Scramoge	
		N61 Ballymurray to Knockcroghery	
		N61 Ballymurray to Lecarrow	
		N61 Tulsk to Clashaganny Realignment	
		N4 Carrick on Shannon to Dromod	
	Ensure that the property and assets of Roscommon County Council are managed in a manner which maximises their present and future potential	Management of existing burial grounds and all related functions	Number of burial grounds being maintained
		Progress burial ground capital projects	Number of capital projects delivered
		Implement the Cemetery Bye-Laws	
		Provide financial support to voluntary committees through the Cemetery Improvement and Maintenance Scheme	No of grants allocated

		Manage all applications for Road Opening Licences via MRL ( <b>MapRoad Licensing</b> )	Number of road opening licences issued
		Manage and operate a permit system for abnormal loads for operators transporting a vehicle or load that falls outside the limit of the limits allowed by the Road Traffic Regulations 2003	Number of abnormal load permits issued
<b>Corporate Priority: Quality Service to Our People</b>			
Inspire Leadership	Support our elected members in their representational role to ensure effective policy making	Preparation of relevant Policies and Programmes for Plenary Meetings and Municipal District Meetings	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	Facilitate, organise and provide support to Roads and Transportation and Emergency Services Strategic Policy Committee	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	Prepare and implement Unit Operational Plan  Prepare and monitor Individual Performance Plans	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	<i>Enhance skills, competencies and knowledge of staff through:</i>	Procedural Manuals updated
		Updated job profiles	Training requirements identified
		Procedural manuals in line with <i>Audit of Procedures</i> – Internal Audit	% of training provided
		Develop role rotation	Deliver on Annual Training Plan
		Provide specialist training as needs are identified	
Value our Customers	Promote a culture in the workplace where customers and staff are respected, valued and treated with dignity	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	Customer service is delivered to our citizens in a timely, inclusive, dignified and courteous manner

	Provide opportunities for customers to access our services through the use of digital technology and online services	Work with ICT to identify and develop digital transformation initiatives	Implementation of digital transformation initiatives
Efficient use or Resources	Promote and support the Safety, Health and Welfare of all employees through the implementation of an organisation-wide Safety Management System	Ensure compliance with all requirements of the Safety, Health and Welfare at Work Act 2005 and the Regulations made thereunder	Monitoring accident and incident rate
		Health and Safety on the Agenda for all staff meetings	Health and Safety Quarterly Safety reports maintained
		Comply with Covid 19 health guidelines and advice	
Efficient use or Resources	Ensure compliance with public spending code, procurement policies and best practice in achieving value for money	Tenders for the provision of goods and services to be carried out in accordance with the Council's Procurement Plan and Procurement Procedures	Compliance with procurement procedures and regulations and relevant legislation
		Comply with audit requirements	
		Monitoring of budgets	
	Benchmark against NOAC indicators	Collation of data and completion of Annual Returns in respect of Performance Indicators  Measure, monitor and review of Unit Operational Plan	Baseline for service provision 2022 Performance Indicators:  R1, R2
Good Governance	Continual implementation of the Ethics Register, Code of Conduct GDPR, FOI and Child Protection	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	All requests and complaints addressed within the relevant timeframes
		Implement the Council's Data Protection Policies	Compliance with Data Protection provisions
		<i>Comply with:</i>	Compliance with Legislation, Policy and Risk Assessment
		Council's Policy and Procedure for the Protection and Safeguarding of Children	
		Children First Act 2015	
		Roads and Transportation Protection and Safeguarding of Children 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"> <li>Support Culture and Community Development</li> <li>Combating Social Disadvantage and Isolation</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>F1: Cost per Capita of the Fire Service</li> <li>F2: Service Mobilisation</li> <li>F3: Percentage Attendance Times at Scenes</li> <li>P1: New Buildings Inspected (New Buildings Inspected as % of New Buildings Notified)</li> </ul>

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"> <li>Positive Promotion of the County</li> <li>Infrastructural Development</li> </ul>	<p>Roscommon County Council will provide professional advice to promote:</p> <ul style="list-style-type: none"> <li>compliance with current Building Regulations for sustainable development objectives; and</li> <li>community and enterprise resilience to prevent, cope and protect against natural disaster and fire emergencies</li> </ul>	<ul style="list-style-type: none"> <li>F1: Cost per Capita of the Fire Service</li> <li>F2: Service Mobilisation</li> <li>F3: Percentage Attendance Times at Scenes</li> <li>P1: New Buildings Inspected (New Buildings Inspected as % of New Buildings Notified)</li> </ul>
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"> <li>Leadership</li> <li>Customers</li> <li>Communication and Resources</li> </ul>	<ul style="list-style-type: none"> <li>Roscommon County Council will examine the recommendations of the policy document <i>Keeping Communities Safe (2013) &amp; Fire Safety in Ireland - Task Force Report (2019), Bringing Back Homes</i> (as published by the Department of Environment, Community &amp; Local Government and the <i>Towards 2030</i> Draft Policy Document for Civil Defence</li> <li>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)</li> </ul>	<ul style="list-style-type: none"> <li>F1: Cost per Capita of the Fire Service</li> <li>F2: Service Mobilisation</li> <li>F3: Percentage Attendance Times at Scenes</li> <li>P1: New Buildings Inspected (New Buildings Inspected as % of New Buildings Notified)</li> </ul>

PLANNING			
Corporate Priority: Quality of Life and Well Being for All			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement
<i>Protect our Natural and Built Environment</i>	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"> <li>Incorporate as a standard discussion item in pre-planning discussions.</li> </ul>	<ul style="list-style-type: none"> <li>Increased evidence of energy efficiency measures incorporated into new development proposals.</li> </ul>
		<ul style="list-style-type: none"> <li>Adoption of the new <i>Roscommon County Development Plan (RCDP)</i> in Q2 2022, with emphasis on carbon reduction measures</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion of policies which address climate change.</li> </ul>
	Provision of quality housing in appropriate locations, ensuring our towns and villages are attractive places to live.	<ul style="list-style-type: none"> <li>Adoption of the new <i>Roscommon County Development Plan (RCDP)</i> in Q2 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion of policies applicable to towns and villages and zoning in the larger settlements to achieve this.</li> </ul>
		<ul style="list-style-type: none"> <li>To be reflected in pre-planning advice.</li> <li>To be reflected in decisions on planning applications.</li> </ul>	<ul style="list-style-type: none"> <li>No overturned decisions from An Bord Pleanála, based on policy considerations.</li> </ul>
	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"> <li>Areas at risk are zoned appropriately;</li> <li>All zoning decisions to be informed by the undertaking of a Strategic Flood Risk Assessment (SFRA) as part of the plan making process.</li> </ul>	<ul style="list-style-type: none"> <li>Greenbelt zoning applied to lands which are identified through the SFRA as being within Flood Zones A or B.</li> </ul>
		<ul style="list-style-type: none"> <li>All relevant planning applications are accompanied by a site specific Flood Risk Assessment.</li> </ul>	<ul style="list-style-type: none"> <li>No development permitted contrary to the recommendations of site specific Flood Risk Assessments.</li> </ul>

Support Cultural and Community Development	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"> <li>Adoption of the new <i>Roscommon County Development Plan (RCDP)</i> in Q2 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Number of instances of engagement with the Public Participation Network (PPN).</li> <li>Inclusion of policies in <i>RCDP</i> to support this strategy.</li> <li>Collaboration between RCC's Planning and Regeneration Sections.</li> </ul>
		<ul style="list-style-type: none"> <li>Continue working to achieve a reduction in the number of unfinished housing developments (UHDs).</li> </ul>	<ul style="list-style-type: none"> <li>Annual reduction in the reduction of UHDs;</li> <li>Increase in the number of developments being of a satisfactory standard for Taking in Charge.</li> </ul>
		<ul style="list-style-type: none"> <li>Decisions on planning applications.</li> <li>Decisions on Section 5 Declarations of Exempted Development (DEDs).</li> </ul>	<ul style="list-style-type: none"> <li>Decisions on planning applications and Section 5 DEDs made within the statutory time period.</li> </ul>
	Ensure high quality social housing is delivered as part of the Government Strategy expressed in <i>Rebuilding Ireland - Action Plan for Housing and Homelessness</i> (2016) and superseded by <i>Housing for All</i> (2021).	<ul style="list-style-type: none"> <li>Adoption of the new <i>Roscommon County Development Plan (RCDP)</i> in Q2 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion of policies and zoning to achieve this.</li> </ul>
		<ul style="list-style-type: none"> <li>Advice provided at pre-planning stage.</li> <li>Reflected in decisions on planning applications, where Part V provisions apply.</li> </ul>	<ul style="list-style-type: none"> <li>Timescales within which pre-planning meetings are facilitated.</li> <li>Decisions on planning made within the statutory time period.</li> </ul>

		<ul style="list-style-type: none"> <li>Engagement between Planning and Housing Sections in advance of Part 8 housing proposals being developed.</li> <li>Planning recommendations on Part 8 social housing proposals.</li> </ul>	<ul style="list-style-type: none"> <li>No. of pre Part 8 discussions held between Planning and Housing Section.</li> <li>Provision of consultation reports on Part 8 proposals from Planning Section within required timeframes.</li> </ul>
<b>Corporate Priority: Economic and Community Development</b>			
<b>Core Objectives</b>	<b>Supporting Strategies</b>	<b>Actions for Delivery</b>	<b>Performance Measurement</b>
<i>Developing and Promoting Sustainable Enterprise and Job Creation</i>	Promote Roscommon as a location in which to invest in business.	<ul style="list-style-type: none"> <li>Adoption of the new <i>Roscommon County Development Plan (RCDP)</i> in Q2 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion of appropriate policies in the <i>RCDP</i> to support enterprise and job creation.</li> <li>Zoning of sufficient lands to meet economic demands, in accordance with the principles of proper planning and sustainable development.</li> </ul>
		<ul style="list-style-type: none"> <li>Facilitate pre-planning meetings (including convening 'major pre-planning' discussions where warranted due to development type and size);</li> <li>Reflected in decisions on planning applications.</li> </ul>	<ul style="list-style-type: none"> <li>Timescales within which pre-planning meetings are facilitated.</li> <li>Decisions on planning applications made within the statutory time period.</li> </ul>
	Stimulate residential and commercial development in our towns and villages through collaboration with communities and government agencies.	<ul style="list-style-type: none"> <li>Adoption of the new <i>Roscommon County Development Plan (RCDP)</i> in Q2 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion of appropriate policies in the <i>RCDP</i>.</li> </ul>



	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"> <li>• Advice provided at pre-planning meetings.</li> <li>• Reflected in decisions on planning applications.</li> </ul>	<ul style="list-style-type: none"> <li>• Timescales within which pre-planning meetings are facilitated.</li> <li>• Decisions on planning applications made within the statutory time period.</li> </ul>
<i>Positive Promotion of the County</i>	Promote culture, heritage and the river and lake landscape character of Roscommon as a place to visit.	<ul style="list-style-type: none"> <li>• Adoption of the new <i>Roscommon County Development Plan (RCDP)</i> in Q2 2022.</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusion of appropriate policies in the <i>RCDP</i>.</li> </ul>
<b>Corporate Priority: Quality Service to our People</b>			
<b>Core Objectives</b>	<b>Supporting Strategies</b>	<b>Actions for Delivery</b>	<b>Performance Measurement</b>
<i>Inspire Leadership</i>	Support our elected members in their representational role to ensure effective policy making.	<ul style="list-style-type: none"> <li>• Adoption of the new <i>Roscommon County Development Plan (RCDP)</i> in Q2 2022.</li> </ul>	<ul style="list-style-type: none"> <li>• Acceptance of the <i>RCDP</i> by the Minister and the Office of the Planning Regulator, and no Section 31 direction received on the Plan.</li> </ul>
<i>Value our Customers'</i>	Foster consultation, collaboration and continuous improvement in all our engagement with our customers, communities and stakeholders.	<ul style="list-style-type: none"> <li>• Public consultation initiatives during the preparation of Local Area Plans (LAPs) following the adoption of the new <i>Roscommon County Development Plan (RCDP)</i> in 2022.</li> </ul>	<ul style="list-style-type: none"> <li>• Number and type of consultation events and initiatives organised;</li> <li>• Expansion of dedicated <i>RCDP</i> website to incorporate content on LAPs, and number of 'hits' on website;</li> <li>• Number of <i>RCDP</i> related interactions on social media platforms;</li> <li>• Number of instances of engagement with the Public Participation Network (PPN).</li> </ul>

		<ul style="list-style-type: none"> <li>Quarterly review and update of planning content of RCC's website.</li> </ul>	<ul style="list-style-type: none"> <li>All outdated planning content removed from website on a quarterly basis.</li> </ul>
	Provide opportunities for our customers to access our services through the use of digital technology and online services.	<ul style="list-style-type: none"> <li>Enhancement of the dedicated website for the <i>Roscommon County Development Plan</i> to include content on Local Area Plans as the LAP preparation process commences.</li> </ul>	<ul style="list-style-type: none"> <li>Number of submissions received via the RCDP website during the process of preparing the <i>RCDP</i> and subsequent LAPs;</li> <li>Number of participants in a LAP related on-line surveys.</li> </ul>
		<ul style="list-style-type: none"> <li>Use of social media to provide information and updates on the concluding stages of plan making process and the adoption of the new <i>Roscommon County Development Plan</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Level of engagement from social media users;</li> <li>Re-tweets of RCDP related content;</li> <li>Number of 'likes' of RCDP related content.</li> </ul>
<i>Efficient Use of Resources</i>	Benchmark against NOAC indicators.	<ul style="list-style-type: none"> <li>Continue to provide a consistent high quality planning service with a constant focus on transparency, professionalism and value for money.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting statutory deadlines and continued focus on Planning Service Indicators (NOAC).</li> </ul>

**WATER SERVICES, ENVIRONMENT AND CLIMATE, HUMAN RESOURCES, GOVERNANCE AND CORPORATE SERVICES, ASSETS, ENERGY MANAGEMENT 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><b><u>CUSTOMER</u></b></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"> <li>• Interruptions to Water Supply Planned/Unplanned</li> <li>• Alternative Water Supply</li> <li>• Water Quality Notification/Response</li> <li>• Asset Flooding</li> <li>• Connection enquiries (Domestic and Non Domestic)</li> <li>• Workflow Work Orders/ Repairs/ Enquiries/ log notes/ Service requests/ Handheld usage/complaints</li> </ul>	<ul style="list-style-type: none"> <li>• Level of response, resolution and reports achieved by Roscommon County Council in compliance with the CRU requirements in The Customer Handbook</li> <li>• Irish Water -17 Measures no's: 4-10 inclusive under IW Annual Service Plan 2022</li> <li>• 6 Key Performance Indicators</li> <li>• 9 Operational Measures</li> <li>• 2 Tracking Measure</li> </ul>
Corporate Priority: Economic and Community Development			
Core Objectives	Supporting Strategies	Actions for Delivery	Performance Measurement

<p>Developing and Promoting Sustainable Enterprise and Job Creation</p>	<p>Deliver high quality infrastructure amenities and public health realm that support investment and sustainable communities</p> <p><b><u>INTERNAL PROCESS/COMPLIANCE</u></b></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> <p>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.</p>	<ul style="list-style-type: none"> <li>• Leakage Management</li> <li>• Drinking Water Supply operational and statutory obligations</li> <li>• Wastewater Treatment and Disposal operational and statutory obligations</li> <li>• Capital Projects to include Plant and Network improvements</li> <li>• Process Optimisation for performance improvement</li> <li>• Operations Energy Management</li> </ul>	<ul style="list-style-type: none"> <li>• Leakage reduction achieved through operational maintenance and capex intervention. Recorded and measured on the Leakage Management System.</li> <li>• D.M.A. Operability</li> <li>• Level of sampling/analysis in accordance with statutory obligations and compliance</li> <li>• Provision of Chlorine Surveys</li> <li>• Deliver Capital Operational and maintenance programmes</li> <li>• Irish Water -30 Measures. No's: 11a-16b inclusive. <ul style="list-style-type: none"> <li>• 5 Key performance Indicators.</li> <li>• 21 Operational Measures.</li> <li>• 4 Tracking Measures</li> </ul> </li> </ul>
<p>Developing Sustainable Infrastructure to Cater for the Future Needs of the County</p>	<p>Maximise the potential of all funding opportunities for the maintenance and further development of the County's infrastructure</p> <p><b><u>RURAL WATER</u></b></p> <p>Facilitate the delivery of private water and wastewater facilities through community Group Water Schemes</p>	<ul style="list-style-type: none"> <li>• Environmental and Public Health Compliance – Water Quality</li> <li>• Enhancement of Existing Schemes – Infrastructural and Efficiency of Operation</li> <li>• Deliver the Multi Annual Rural Water Programme 2022-</li> </ul>	<ul style="list-style-type: none"> <li>• Continue the programme of Network Upgrades</li> <li>• Source Protection Initiatives</li> <li>• Installation of Bulk Meters</li> <li>• Installation of validated UV unit, filtration systems and upgrade chlorine dosing systems</li> </ul>

		<p>2024– Measures 1 to 8-Group Water Schemes Capital Projects to upgrade and enhance existing Schemes</p> <ul style="list-style-type: none"> <li>• Support the GWS Sector in partnership 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 such as the Group Water Scheme Source Protection Pilot Project.</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of Water Conservation</li> <li>• Monitoring GWS- Lab Testing</li> <li>• Timely allocation of grants</li> <li>• Administration of the Annual and Operational &amp; Maintenance subsidies to Active G.W.S.</li> <li>• Administer the Private Water Supply Grant Scheme</li> <li>• Administer the Lead Remediation Grant Scheme</li> <li>• Fast tracking of Group Water Schemes to be taken in charge by Irish Water</li> <li>• Upgrade of Group Water Schemes including critical mains to bring schemes to standard for takeover by Irish Water</li> </ul>
--	--	---	---

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><b><u>Annual Service Plan with IW</u></b></p> <p><b><u>LEARNING AND GROWTH</u></b></p> <p><b>1.LEADERSHIP</b></p> <p>Improve staff morale through capacity building and skills enhancement to ensure a highly motivated, engaged and innovative flexible workforce.</p> <p>Monitor the Health and Safety performance of operations on IW's behalf.</p> <p><b>2.LEARNING &amp; GROWTH:</b></p> <p>To continuously improve and drive transformation and change initiatives</p>	<ul style="list-style-type: none"> <li>• Health, Safety, Quality &amp; Environment</li> <li>• Transformation Plan</li> <li>• ASP Monthly/Quarterly and Annual Reporting Tool</li> <li>• Attend meetings with relevant stakeholders/IW Tier 2 and Tier 3 /Finance/WSTO/ Regional and National Change Network/Engineers Network and all associated work stream meetings.</li> <li>• Training Programme</li> <li>• Build capacity by making available appropriate staff training and development</li> <li>• Manage and evaluate individual performance through the Individual Performance Plan (IPP) process</li> </ul>	<ul style="list-style-type: none"> <li>• HSQE Incident Notifications and post incident reviews</li> <li>• Level of corrective actions raised/closed within timeframe. Recorded on SIMS Safety Information Management System</li> <li>• HSQE Statutory Inspection information</li> <li>• Progression and implementation of agreed Transformation Initiatives</li> <li>• Data returns within timeframe</li> <li>• IW – 7 Measures. No's: 1a-3               <ul style="list-style-type: none"> <li>• 3 Key performance Indicators.</li> <li>• 4 Operational Measures</li> </ul> </li> <li>• Monthly Integrated Performance Management meetings to instill a culture of change</li> <li>• Monitor and meet internal targets in relation to team and individual performance</li> <li>• Mid-year Reviews and End of year</li> </ul>

			evaluations
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"> <li>• Make available grant applications online</li> </ul>	<ul style="list-style-type: none"> <li>• Administer online grant applications for               <ul style="list-style-type: none"> <li>• Private Water Supply Grants,</li> <li>• Lead Remediation Grants</li> <li>• Group Water Scheme Subsidy applications</li> </ul> </li> </ul>
Efficient Use of Resources	<p>Ensure compliance with Public Spending Code, procurement policies and best practice in achieving value for money</p> <p><b><u>FINANCIAL</u></b></p> <p><b>1. GOVERNANCE:</b> Adopt a Framework that commits to the promotion of good governance</p> <p><b>2.FINANCIAL:</b> Provide a cost effective service, within budgetary constraints</p>	<ul style="list-style-type: none"> <li>• Cost of service on frameworks</li> <li>• Financial Reporting and Operations Expenditure Control</li> <li>• Retrospective purchase requisitions and revenue collection</li> <li>• Procurement of goods and services: (Use of Irish Water operational framework suppliers, contractors and response times)</li> <li>• Non Domestic Revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Level of procurement through Irish Water framework and systems</li> <li>• Procurement Discipline</li> <li>• Management of budget and reporting in accordance with Managing Costs Protocol</li> <li>• Irish Water- 15 Measures. No's: 17-20d inclusive               <ul style="list-style-type: none"> <li>• 3 Key Performance Indicators</li> <li>• 12 Operational Measures</li> </ul> </li> </ul>
	Benchmark against NOAC indicators	<ul style="list-style-type: none"> <li>• Submit all NOAC returns on time</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with required deadlines and monitor NOAC KPI return</li> <li>• NOAC WI. NOAC W2</li> </ul>

ENVIRONMENT & CLIMATE			
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"> <li>Prepare Climate Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>Complete plan in accordance with government timelines</li> </ul>
		<ul style="list-style-type: none"> <li>Engage with the Climate Action Team</li> <li>Progress Climate Change Adaptation Plan actions</li> </ul>	<ul style="list-style-type: none"> <li>Nr of annual meetings</li> <li>Actions progressed</li> </ul>
		<ul style="list-style-type: none"> <li>Support applications from local communities for Sustainable Energy Community status and preparation of energy master plans</li> </ul>	<ul style="list-style-type: none"> <li>Nr of applications supported</li> </ul>
		<ul style="list-style-type: none"> <li>Facilitate decarbonisation of Roscommon Town (nominated decarbonisation zone)</li> </ul>	<ul style="list-style-type: none"> <li>Carbon reduction policies and procedures implemented</li> </ul>
		<ul style="list-style-type: none"> <li>Support SPC Climate Action Sub-Committee</li> </ul>	<ul style="list-style-type: none"> <li>Nr meetings</li> <li>Recommendations implemented</li> </ul>
		<ul style="list-style-type: none"> <li>Engage with CARO</li> </ul>	<ul style="list-style-type: none"> <li>Meetings attended</li> </ul>
	Continue to provide information on climate adaptation 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"> <li>Engage with communities on climate change and climate action</li> <li>Conduct education and awareness programmes via schools and community groups</li> </ul>	<ul style="list-style-type: none"> <li>Nr of engagement events</li> </ul>
Protect our Natural and Built Environment	Minimise pollution through promotion of recovery, reduction and recycling of waste.	<ul style="list-style-type: none"> <li>Develop and submit Annual RMCEI Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Insert Performance Measurement(s) for the Action</li> </ul>
		<ul style="list-style-type: none"> <li>Report NOAC Service Indicators</li> </ul>	<ul style="list-style-type: none"> <li>E1 – Households availing of a 3 bin service</li> </ul>



			<ul style="list-style-type: none"> <li>• E2 – Environmental pollution complaints closed</li> <li>• E3 – LA areas within 5 levels of litter pollution</li> <li>• E4 - % of schools that have been awarded green flag status</li> </ul>
		<ul style="list-style-type: none"> <li>• Section 63 Notices (an EPA action against LA)</li> </ul>	<ul style="list-style-type: none"> <li>• Nr of Notices, actions</li> </ul>
		<ul style="list-style-type: none"> <li>• Enforcement actions</li> <li>• Legal prosecutions</li> <li>• Participate in LAPN</li> </ul>	<ul style="list-style-type: none"> <li>• Nr of enforcement actions and prosecutions issued by RCC</li> <li>• Prevention projects implemented</li> </ul>
		<ul style="list-style-type: none"> <li>• Continue to monitor and maintain registered historical landfills at Roscommon and Ballaghaderreen</li> <li>• Comply with Certificate of Authorisation at Castlerea landfill</li> <li>• Prepare Certificates of Authorisation to facilitate assimilation of unregistered historical landfills at Boyle, Strokestown and Frenchpark</li> </ul>	<ul style="list-style-type: none"> <li>• Comply with EPA monitoring requirements</li> <li>• Carry out works required to comply with Castlerea landfill CoA</li> <li>• Secure Certificates of Authorisation and carry out works in due course subject to provision of funding</li> </ul>
		<ul style="list-style-type: none"> <li>• Civic amenity recycling services at Ballaghaderreen, Castlerea, Boyle and Roscommon</li> <li>• Manage and review operations and efficiency of service, including sale of tickets</li> </ul>	<ul style="list-style-type: none"> <li>• Volume/weight of recycled material per head of population</li> <li>• WERLA, Repak, WEEE Ireland performance reports</li> </ul>

		<ul style="list-style-type: none"> <li>Bring bank recycling services throughout the County</li> </ul>	<ul style="list-style-type: none"> <li>Complaints received relating to operation and maintenance</li> </ul>
		<ul style="list-style-type: none"> <li>Litter Inspections</li> <li>Implement the Litter Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Nr of inspections, patrols &amp; complaints</li> <li>% of RMCEI target</li> <li>Nr fines, notices issued</li> <li>Nr court cases/appearances</li> </ul>
		<ul style="list-style-type: none"> <li>Manage EPA Licence Compliance</li> </ul>	<ul style="list-style-type: none"> <li>Nr of non-compliances per site/licence</li> </ul>
		<ul style="list-style-type: none"> <li>Issue Certificates of Registration for waste, including sewage and sludge waste facilities</li> <li>Issue Waste Facility Permits</li> </ul>	<ul style="list-style-type: none"> <li>Nr certificates issued</li> <li>Nr permits issued</li> </ul>
		<ul style="list-style-type: none"> <li>Complete NWCPO audits, as requested</li> <li>Waste Collection Permits inspections</li> <li>Annual Waste Survey</li> </ul>	<ul style="list-style-type: none"> <li>% NWCPO audits completed</li> <li>% of RMCEI target achieved</li> <li>Return all required data within the specified timeframe</li> </ul>
		<ul style="list-style-type: none"> <li>Anti-Dumping Initiative (subject to grant funding)</li> </ul>	<ul style="list-style-type: none"> <li>Nr of initiatives approved and delivered</li> </ul>
		<ul style="list-style-type: none"> <li>Implement Connaught/Ulster Waste Management Plan &amp; co-operation with CUWERLA</li> </ul>	<ul style="list-style-type: none"> <li>Deliver agreed initiatives and programmes under the Plan</li> </ul>
		<ul style="list-style-type: none"> <li>Liaise with National Transfrontier Shipment Office (NTFSO)</li> </ul>	<ul style="list-style-type: none"> <li>Respond as required</li> </ul>
		<ul style="list-style-type: none"> <li>C&amp;D Handling inspections at development sites</li> </ul>	<ul style="list-style-type: none"> <li>Nr of sites identified and inspected</li> </ul>
		<ul style="list-style-type: none"> <li>Packaging Regulations Inspections</li> </ul>	<ul style="list-style-type: none"> <li>% of RMCEI target achieved</li> </ul>

		<ul style="list-style-type: none"> <li>Household Waste Surveys (Presentation of Waste Bye-Laws 2019).</li> </ul>	<ul style="list-style-type: none"> <li>% of RMCEI target achieved</li> </ul>
		<ul style="list-style-type: none"> <li>End of Life Vehicles inspections</li> </ul>	<ul style="list-style-type: none"> <li>% of RMCEI target achieved</li> </ul>
		<ul style="list-style-type: none"> <li>Plastic Bag inspections</li> </ul>	<ul style="list-style-type: none"> <li>% of RMCEI target achieved</li> </ul>
		<ul style="list-style-type: none"> <li>WEEE inspections</li> </ul>	<ul style="list-style-type: none"> <li>% of RMCEI target achieved</li> </ul>
		<ul style="list-style-type: none"> <li>Battery inspections</li> </ul>	<ul style="list-style-type: none"> <li>% of RMCEI target achieved</li> </ul>
		<ul style="list-style-type: none"> <li>Waste Tyre inspections</li> </ul>	<ul style="list-style-type: none"> <li>% of RMCEI target achieved</li> </ul>
		<ul style="list-style-type: none"> <li>Food Waste inspections</li> </ul>	<ul style="list-style-type: none"> <li>% of RMCEI target achieved</li> </ul>
		<ul style="list-style-type: none"> <li>Deco Paints inspections</li> </ul>	<ul style="list-style-type: none"> <li>% of RMCEI target achieved</li> </ul>
		<ul style="list-style-type: none"> <li>Solvents Regulations inspections</li> </ul>	<ul style="list-style-type: none"> <li>% of RMCEI target achieved</li> </ul>
		<ul style="list-style-type: none"> <li>Petroleum Vapour inspections</li> </ul>	<ul style="list-style-type: none"> <li>% of RMCEI target achieved</li> </ul>
		<ul style="list-style-type: none"> <li>Smokey Coal inspections</li> </ul>	<ul style="list-style-type: none"> <li>% of RMCEI target achieved</li> </ul>
		<ul style="list-style-type: none"> <li>Enforce Mercury Regulations (dental practices)</li> </ul>	<ul style="list-style-type: none"> <li>% of RMCEI target achieved</li> </ul>
		<ul style="list-style-type: none"> <li>Implement Environmental Noise Regulations, including quarry inspections</li> <li>Prepare/update Noise Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>Nr complaints, inspections and enforcement actions</li> <li>Prepare/update within timeframe</li> </ul>
		<ul style="list-style-type: none"> <li>Implement Air Pollution Regulations, including quarry inspections</li> <li>Process burning Notice applications</li> </ul>	<ul style="list-style-type: none"> <li>Nr complaints, inspections and enforcement actions</li> <li>Nr applications processed within timeframe</li> <li>Nr licences</li> </ul>

		<ul style="list-style-type: none"> <li>Process air pollution licences</li> </ul>	processed within timeframe
	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"> <li>Facilitate EPA/LAWPRO investigation teams in carrying out their work in the priority areas for action and supply a laboratory service to LAWPRO (sampling, Nitrates Directive, etc.)</li> <li>Implement the Water Framework Directive</li> </ul>	<ul style="list-style-type: none"> <li>Nr of samples tested for LAWPRO investigation teams</li> </ul>
		<ul style="list-style-type: none"> <li>Septic Tank inspections</li> </ul>	<ul style="list-style-type: none"> <li>% of RMCEI target achieved</li> </ul>
		<ul style="list-style-type: none"> <li>Farm inspections and cross reporting</li> </ul>	<ul style="list-style-type: none"> <li>% of RMCEI target achieved</li> </ul>
		<ul style="list-style-type: none"> <li>Carry out DWWTS inspections in accordance with the National Inspection Plan</li> <li>Process DWWTS NIP grants</li> <li>Process DWWTS HSCOA and PAA grants</li> </ul>	<ul style="list-style-type: none"> <li>% of NIP target achieved</li> <li>Grants processed in timely manner</li> <li>Grants processed in timely manner</li> </ul>
		<ul style="list-style-type: none"> <li>Section 4 Discharge Licences inspections</li> <li>Process new licence applications (industrial discharges)</li> </ul>	<ul style="list-style-type: none"> <li>% of RMCEI target achieved</li> </ul>
		<ul style="list-style-type: none"> <li>Process tree-felling licences</li> </ul>	<ul style="list-style-type: none"> <li>Nr processed within timeframe</li> </ul>
		<ul style="list-style-type: none"> <li>Planning File Inspections/Pre planning meetings</li> <li>Process permits for temporary/event advertisement signs</li> </ul>	<ul style="list-style-type: none"> <li>% completed within Planning Regulatory timeframe</li> <li>% processed within prescribed timeframe</li> </ul>
		<ul style="list-style-type: none"> <li>Maintain hydrometric stations</li> </ul>	<ul style="list-style-type: none"> <li>Data provided</li> </ul>
		<ul style="list-style-type: none"> <li>Provide competitive accredited Laboratory Services to public and</li> </ul>	<ul style="list-style-type: none"> <li>Income generated</li> <li>Sample/test</li> </ul>

		private sector customers	volumes
		<ul style="list-style-type: none"><li>• Maintain and expand accreditation</li><li>• Facilitate audits as required</li></ul>	<ul style="list-style-type: none"><li>• Accreditation maintained</li><li>• New accreditation business areas</li></ul>
		<ul style="list-style-type: none"><li>• Facilitate LAWPRO-led community initiatives</li></ul>	<ul style="list-style-type: none"><li>• Requested meetings facilitated</li></ul>
	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"><li>• Bin service initiatives, public education &amp; awareness campaigns</li></ul>	<ul style="list-style-type: none"><li>• Nr of initiatives and campaigns delivered</li><li>• Service and participation levels</li></ul>
		<ul style="list-style-type: none"><li>• Waste minimisation &amp; prevention, including Up Cycling Events, Green your Festival &amp; Food Waste Prevention</li></ul>	<ul style="list-style-type: none"><li>• Nr of initiatives &amp; level of participation</li></ul>
		<ul style="list-style-type: none"><li>• Support and promote Green Schools Programme</li></ul>	<ul style="list-style-type: none"><li>• % of schools participating</li></ul>
		<ul style="list-style-type: none"><li>• Support Community Groups &amp; Tidy Towns by providing guidance and awareness initiatives</li></ul>	<ul style="list-style-type: none"><li>• Nr of information sessions facilitated and no of participant groups</li></ul>
	Maximise litter prevention through education and awareness programmes.	<ul style="list-style-type: none"><li>• Internal Environmental campaigns</li></ul>	<ul style="list-style-type: none"><li>• No of initiatives in Council occupied buildings</li></ul>
		<ul style="list-style-type: none"><li>• Community Environment Action Fund (CEAF)</li></ul>	<ul style="list-style-type: none"><li>• No of projects funded and level of funding achieved</li></ul>
		<ul style="list-style-type: none"><li>• Annual Litter Survey</li></ul>	<ul style="list-style-type: none"><li>• Provide required data within specified timeframe</li></ul>
		<ul style="list-style-type: none"><li>• Anti-Litter, Anti-Graffiti Grant initiatives</li></ul>	<ul style="list-style-type: none"><li>• No of initiatives facilitated</li></ul>
	Corporate Priority: Economic & Community Development		
Developing & promoting sustainable enterprise and job	Promote Roscommon as a location in which to invest in business.	<ul style="list-style-type: none"><li>• Implement and enforce the Casual Trading Act and Bye Laws</li></ul>	<ul style="list-style-type: none"><li>• Applications processed</li><li>• Enforcement actions</li></ul>

creation			takes (FPN)
<b>Corporate Priority: Quality Service to Our People</b>			
Inspire Leadership	Support our elected members in their representational role to ensure effective policy making.	<ul style="list-style-type: none"> <li>• Administer SPC Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings held</li> <li>• Reports and presentations given</li> </ul>
	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"> <li>• Administer SPC Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings held</li> <li>• Reports and presentations given</li> </ul>
	Manage the organisation effectively working collaboratively with all stakeholders.	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Unit Operational Plan</li> <li>• IPM Meetings</li> <li>• Quarterly Management Reports</li> <li>• Annual Reports</li> <li>• Budget Report</li> </ul>	<ul style="list-style-type: none"> <li>• Plans and Reports prepared</li> <li>• Meetings held and documented</li> </ul>
	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"> <li>• IPM &amp; IPP meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings held and record of same</li> </ul>
	Create a culture of continuous learning and development.	<ul style="list-style-type: none"> <li>• Continuous training</li> <li>• Knowledge sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Training records</li> <li>• Access to information</li> </ul>
	Promote positive employee relations and engagement.	<ul style="list-style-type: none"> <li>• Introduce more effective methods of working and incorporate IT solutions where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• No of change projects delivered</li> </ul>
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"> <li>• Process requests for information</li> <li>• Process public complaints</li> </ul>	<ul style="list-style-type: none"> <li>• Nr of public/media queries</li> <li>• Nr of political representations</li> <li>• Response and response times</li> </ul>

	Provide opportunities for customers to access our services through the use of digital technology and online services.	<ul style="list-style-type: none"> <li>Implement identified ICT solutions</li> </ul>	<ul style="list-style-type: none"> <li>ICT is part of each change initiative</li> </ul>
	Promote a culture in the workplace where customers and staff are respected, valued and treated with dignity.	<ul style="list-style-type: none"> <li>Record and address all complaints in accordance with complaints policy</li> </ul>	<ul style="list-style-type: none"> <li>Measure number and type of complaints received and outcomes</li> <li>Record number of complaints</li> <li>Referred to the ombudsman</li> </ul>
		<ul style="list-style-type: none"> <li>Ensure customer's privacy is respected and protected</li> </ul>	<ul style="list-style-type: none"> <li>Comply with GDPR</li> <li>Document management policy</li> </ul>
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"> <li>Carry out all operations in accordance with the 2005 SHWW Act and the 2006 Construction Regulations</li> </ul>	<ul style="list-style-type: none"> <li>Record of instances</li> <li>Risk Management Document</li> <li>Quarterly management reports</li> <li>Quarterly inspections</li> </ul>
	Ensure compliance with public spending code, procurement policies and best practice in achieving value for money.	<ul style="list-style-type: none"> <li>Comply with procurement requirements</li> <li>Public Spending Code Audit</li> </ul>	<ul style="list-style-type: none"> <li>% projects complying with procurement rules</li> <li>Comply with audit requirements</li> </ul>
	Benchmark against NOAC indicators.	<ul style="list-style-type: none"> <li>NOAC annual return</li> </ul>	<ul style="list-style-type: none"> <li>Submit NOAC indicators in accordance with NOAC requirements</li> </ul>
Good Governance	Continual implementation of the Ethics Register, Code of Conduct, GDPR, FOI and Child Protection Policies	<ul style="list-style-type: none"> <li>Update Ethics Register</li> </ul>	<ul style="list-style-type: none"> <li>Return of annual declarations</li> </ul>
		<ul style="list-style-type: none"> <li>Comply with GDPR legislation and Corporate policy</li> </ul>	<ul style="list-style-type: none"> <li>Level of compliance</li> </ul>
		<ul style="list-style-type: none"> <li>Respond to FOI requests for information</li> <li>Respond to AIE requests</li> </ul>	<ul style="list-style-type: none"> <li>Provide appropriate information in the prescribed time-frame</li> </ul>

		<ul style="list-style-type: none"> <li>• Comply with Child Safeguarding Policy and Procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Garda vetting of staff</li> <li>• Training of staff</li> <li>• Compliance with Unit risk assessment</li> </ul>
--	--	--	---



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"> <li>Climate Adaptation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of agreed actions to achieve organisational change</li> </ul>
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"> <li>Review recruitment procedures to maximise accessibility and inclusiveness</li> </ul>	<ul style="list-style-type: none"> <li>Review undertaken and actions implemented</li> <li>Implementation of online interviewing during Covid restrictions to ensure accessibility to all whilst protecting health and welfare of interview board members and interviewees</li> </ul>
		<ul style="list-style-type: none"> <li>Ensure that customer service is delivered with respect, courtesy, equality and inclusiveness</li> </ul>	<ul style="list-style-type: none"> <li>Customer focused delivery of services</li> </ul>
		<ul style="list-style-type: none"> <li>Support the employment of people with disabilities and comply with the statutory 3% employment target</li> </ul>	<ul style="list-style-type: none"> <li>Statutory target complied with</li> </ul>
		<ul style="list-style-type: none"> <li>Continue to facilitate Job Shadow Day and supported employment initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Facilitation of supported employment initiatives</li> </ul>

	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"> <li>Continued facilitation of a fair, supportive and healthy working environment</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of Programmes to support a culture of dignity, respect and equality</li> </ul>
--	---	--	--

<b>Corporate Priority: Economic and Community Development</b>
---

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"> <li>Continue to participate in Labour Activation Measures</li> </ul>	<ul style="list-style-type: none"> <li>Number of Labour Activation Measures introduced and facilitated</li> </ul>

<b>Corporate Priority: Quality Service to our People</b>
--

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"> <li>Enable and empower a motivated and committed workforce to provide quality services for all citizens and customers</li> </ul>	<ul style="list-style-type: none"> <li>Customer focused delivery of services</li> <li>Delivery of customer service focused training programme</li> </ul>
		<ul style="list-style-type: none"> <li>Continue to deliver on the leadership role of local government under the reform programme</li> </ul>	<ul style="list-style-type: none"> <li>Provision of adequate capacity and resources</li> <li>Develop a leadership training programme for staff</li> </ul>
	Manage the organisation effectively working collaboratively with all stakeholders	<ul style="list-style-type: none"> <li>Implement new business protocols and systems to improve efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of policies, procedures and practices that underpin and support effective people development</li> </ul>

		<ul style="list-style-type: none"> <li>Implement new versions of Core system as they are delivered and develop enhanced data analysis</li> </ul>	<ul style="list-style-type: none"> <li>New versions implemented across the organisation</li> </ul>
	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"> <li>Implement the Local Authority People Strategy for the Management of Human Resources.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the Local Authority People Strategy</li> </ul>
		<ul style="list-style-type: none"> <li>Continue to implement the Integrated Performance Management System</li> </ul>	<ul style="list-style-type: none"> <li>Completion of Annual Service Delivery Plan, Unit operational Plan &amp; Individual Performance Plans</li> </ul>
		<ul style="list-style-type: none"> <li>Manage and evaluate individual performance through the Individual Performance Plan (IPP) process</li> </ul>	<ul style="list-style-type: none"> <li>Mid-year Reviews and End of year evaluations</li> </ul>
	Create a culture of continuous learning and development	<ul style="list-style-type: none"> <li>Provide a comprehensive, relevant and equitable Training Programme to enhance skills, competencies and knowledge of staff</li> </ul>	<ul style="list-style-type: none"> <li>Training Programme delivered</li> </ul>
		<ul style="list-style-type: none"> <li>Ensure that Procedure Manuals are in place and reviewed and updated</li> </ul>	<ul style="list-style-type: none"> <li>Procedure Manuals developed</li> </ul>
	Promote positive employee relations and engagement	<ul style="list-style-type: none"> <li>Maintain a stable industrial relations environment and ensure well developed communication channels</li> </ul>	<ul style="list-style-type: none"> <li>Number of issues resolved through agreed industrial relations processes and protocols</li> </ul>
		<ul style="list-style-type: none"> <li>Continue implementation of the provisions of Public Service Agreements</li> </ul>	<ul style="list-style-type: none"> <li>Successful implementation of ongoing organisational change</li> </ul>

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"> <li>Identify initiatives to improve the operation of the Human Resources Department and develop, review, update and implement HR Policies and Procedures as required</li> </ul>	<ul style="list-style-type: none"> <li>Policies and Procedures reviewed, updated and implemented</li> </ul>
	Provide opportunities for customers to access our services through the use of digital technology and online services	<ul style="list-style-type: none"> <li>Develop Digital Transformation initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of digital transformation initiatives</li> </ul>
		<ul style="list-style-type: none"> <li>Participate in national working groups to further develop IT-based systems to enhance delivery of HR services</li> </ul>	<ul style="list-style-type: none"> <li>New systems identified and developed</li> </ul>
	Promote a culture in the workplace where customers and staff are respected, valued and treated with dignity	<ul style="list-style-type: none"> <li>Delivery of customer care in line with policies focused on the needs of our customers and citizens</li> </ul>	<ul style="list-style-type: none"> <li>Customer service delivered in a timely and courteous manner</li> </ul>
		<ul style="list-style-type: none"> <li>Create a fair, supportive and healthy working environment</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of programmes to support a culture of dignity, respect and equality</li> </ul>
	Promote the use of the Irish language by providing services, where possible, through Irish	<ul style="list-style-type: none"> <li>Delivery of services, where possible, through Irish</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with the Official Languages Act, 2003</li> </ul>
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"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Performance Indicator C1 – total number of whole-time equivalent employees</li> </ul>

		<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of staff redeployment/ reassignment</li> </ul>
		<ul style="list-style-type: none"> <li>• Introduce Online Communication App for All Staff to ensure efficient delivery of up to date information to all staff in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>• Launch new communication app and ensure that it is available to all staff</li> </ul>
		<ul style="list-style-type: none"> <li>• Continued implementation of Attendance Management Policy, Protocols and Sick Leave Arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Indicator C2 – percentage of working days lost through sickness absence</li> </ul>
	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"> <li>• Comply with all requirements of the Safety, Health and Welfare at Work Act 2005 &amp; regulations thereunder</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with Health and Safety legislation and policies</li> <li>• Ensure staff and section heads are kept up to date and comply with Covid restrictions</li> </ul>
	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"> <li>• Create a fair, supportive and healthy working environment</li> <li>• Develop and deliver a comprehensive staff wellbeing programme</li> <li>• Continue the provision of an Employee Assistance Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of wellbeing programme</li> <li>• Delivery of Employee Assistance Programme</li> <li>• Delivery of mentoring, support and development programmes</li> </ul>

	Ensure compliance with public spending code, procurement policies and best practice in achieving value for money	<ul style="list-style-type: none"> <li>Comply with all relevant guidelines &amp; monitor budgets on an ongoing basis</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with all relevant guidelines</li> <li>Ensure LVP card is used for relevant transactions to ensure value for money</li> </ul>
	Benchmark against NOAC indicators	<ul style="list-style-type: none"> <li>Collation of data and completion of Annual Returns in respect of Performance Indicators</li> </ul>	<ul style="list-style-type: none"> <li>All returns completed within necessary timeframes</li> </ul>
Good Governance	Continual implementation of the Ethics Register, Code of Conduct, GDPR, FOI and Child Protection Policies	<ul style="list-style-type: none"> <li>Comply with Data Protection Provisions under GDPR legislation</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with GDPR legislative provisions</li> </ul>
		<ul style="list-style-type: none"> <li>Comply with FOI requests</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with FOI legislative provisions</li> </ul>
		<ul style="list-style-type: none"> <li>Comply with HR Retention Policy</li> </ul>	<ul style="list-style-type: none"> <li>Implement retention guidelines for HR Department</li> </ul>
		<ul style="list-style-type: none"> <li>Comply with Child Safeguarding provisions</li> </ul>	<ul style="list-style-type: none"> <li>Child Safeguarding statements to be completed in respect of each service area and Risk Assessments for each service area</li> </ul>
			<ul style="list-style-type: none"> <li>Implementation of Garda Vetting Policy/Guidelines</li> </ul>
	Provide assurance through delivery of best practice in Corporate Governance, Risk Management, Financial Management and Audit Systems	<ul style="list-style-type: none"> <li>Review HR procedures to ensure best practice in Corporate Governance</li> </ul>	<ul style="list-style-type: none"> <li>Review undertaken</li> </ul>

CORPORATE SERVICES			
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"> <li>• Manage provision of Veterinary Service</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with Service Level Agreement (SLA) with the Food Safety Authority of Ireland (FSAI)</li> <li>• Management of Temporary Veterinary Inspectors Contracts</li> <li>• All actions on Animal Identification and Movement System (AIMS) completed in a timely manner</li> <li>• All actions on Official Agency Premises and Inspections OAPI completed within the agreed timeframe</li> </ul>
		<ul style="list-style-type: none"> <li>• Provide a dedicated Dog Control Service</li> </ul>	<ul style="list-style-type: none"> <li>• Dog Control service managed in accordance with legislation and policies</li> <li>• Number of dog licences issued</li> </ul>

To maintain a safe and healthy work environment for all employees, contractors, visitors and members of the public who may be affected by our operations.	Support and facilitate all staff and contractors to work safely and to prioritise health, safety and wellbeing at all times with the support of the H&S Unit.	<ul style="list-style-type: none"> <li>• Comply with relevant health and safety legislation.</li> <li>• Continually develop and improve our Safety Management System.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Incidents</li> <li>• Number of Policies, Procedures and Risk Assessment Documents in place</li> <li>• Number of Inspections</li> <li>• Compliance with external audits and inspections</li> </ul>
---	---	--	--

#### 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"> <li>• Facilitate, organise and provide support to meetings of the Council and all committees</li> <li>• Support the democratic role of the elected members</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings serviced, agenda business transacted, minutes produced and follow-up actions implemented</li> </ul>
	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"> <li>• Dissemination of Information to elected member</li> <li>• Provision of training to elected member</li> </ul>	<ul style="list-style-type: none"> <li>• Information provided to elected members as appropriate</li> <li>• Training provided to elected members as appropriate</li> </ul>
	Ensure that elected members and staff are ambassadors for consultation, collaboration and engagement with communities and stakeholders	<ul style="list-style-type: none"> <li>• Manage and maintain the Register of Electors</li> <li>• Facilitation of New Electoral Register</li> <li>• Revision of Electoral Polling Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Live Register of Electors published in accordance with statutory obligations</li> <li>• New register implemented</li> <li>• Polling Scheme Revised</li> </ul>
	Manage the organisation effectively working collaboratively with all stakeholders	<ul style="list-style-type: none"> <li>• Objectives of Corporate Plan 2019-2024</li> </ul>	<ul style="list-style-type: none"> <li>• Actions in Annual Service Delivery Plan 2022</li> </ul>



	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"> <li>Strengthen performance management with the implementation of the Integrated Performance Management System</li> </ul>	<ul style="list-style-type: none"> <li>Continuous monitoring of performance of Unit Operational Plan through Integrated Performance Management system and Individual Performance Plans and target met</li> </ul>
		<ul style="list-style-type: none"> <li>Manage and evaluate individual performance through the Individual Performance Plan (IPP) process</li> </ul>	<ul style="list-style-type: none"> <li>End of year evaluation</li> </ul>
	Create a culture of continuous learning and development	<ul style="list-style-type: none"> <li>Enhance skills, competencies and knowledge of staff</li> </ul>	<ul style="list-style-type: none"> <li>No of training days provided</li> </ul>
	Promote positive employee relations and engagement	<ul style="list-style-type: none"> <li>Identify improvements and initiatives to improve the operation of Corporate Services.</li> </ul>	<ul style="list-style-type: none"> <li>Motivated workforce that is aware of strategic objectives of the council and equipped to deliver on targets</li> <li>Up to date procedures in place</li> </ul>
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"> <li>Facilitate civic receptions and events</li> </ul>	<ul style="list-style-type: none"> <li>Number of receptions and events held</li> </ul>
		<ul style="list-style-type: none"> <li>Implementation of customer Contact Centre</li> </ul>	<ul style="list-style-type: none"> <li>Review Customer Services operation and implement changes required.</li> </ul>
		<ul style="list-style-type: none"> <li>Develop Customer Service Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>Roll out of Customer Services Action Plan to organisation</li> </ul>
		<ul style="list-style-type: none"> <li>Strengthen Communications on behalf of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Communications Officer appointed.</li> </ul>
		<ul style="list-style-type: none"> <li>Facilitate Plebiscite for Castlereas Estate</li> </ul>	<ul style="list-style-type: none"> <li>Complete Plebiscite in 2022</li> </ul>

	Provide opportunities for customers to access our services through the use of digital technology and online services	<ul style="list-style-type: none"> <li>• Management of the Council's social media accounts through Hootsuite</li> <li>• Facilitate additional digital opportunities to enhance customer experience as recommended by ICT</li> </ul>	<ul style="list-style-type: none"> <li>• NOAC C3: LA website and social media usage</li> <li>• Implementation of new initiatives</li> </ul>
	Promote a culture in the workplace where customers and staff are respected, valued and treated with dignity	<ul style="list-style-type: none"> <li>• Delivery of Customer Care in line with policies focused on the needs of our customers and citizens.</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Service delivered in a timely and courteous manner in line with Customer Charter</li> </ul>
	Promote the use of the Irish language by providing services, where possible through Irish	<ul style="list-style-type: none"> <li>• Compliance with the Official Languages Act 2003</li> </ul>	<ul style="list-style-type: none"> <li>• Preparation of Irish Language Scheme 2020-2022</li> </ul>
	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"> <li>• Comply with all requirements of the Safety, Health and Welfare at Work Act 2005 and the Regulations made thereunder</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with Health and Safety legislation and policies.</li> <li>• Procedures monitored on an ongoing basis</li> </ul>
	Ensure compliance with public spending code, procurement policies and best practice in achieving value for money	<ul style="list-style-type: none"> <li>• Comply with procurement guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor Budgets on monthly basis</li> </ul>
	Benchmark against NOAC indicators	<ul style="list-style-type: none"> <li>• Co-ordination of Annual Return in respect of Performance Indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Indicators Return to NOAC in accordance with guidelines</li> </ul>
Good Governance	Ensure democratic functions are performed in an open and informed manner	<ul style="list-style-type: none"> <li>• Facilitation of Live Webcasting of Plenary Council Meetings</li> <li>• Availability of Minutes of Council meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Live Webcasting of full Council Meetings</li> <li>• Publication of Minutes of all Council meetings including Municipal District and sub committees of council</li> </ul>

	Continual implementation of the Ethics Register, Code of Conduct, GDPR, FOI and Child Protection Policies	<ul style="list-style-type: none"> <li>Discharge responsibilities under the Ethics Register</li> <li>Introduction of Online staff returns for Ethics</li> </ul>	<ul style="list-style-type: none"> <li>Up to date Ethics Register in place</li> <li>All returns completed online</li> </ul>
		<ul style="list-style-type: none"> <li>Comply with Data Protection legislative provisions</li> <li>Implement the actions contained in the Council's General Data Protection Regulation (GDPR) Implementation Plan</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with Data Protection legislative provisions</li> <li>Implementation of the actions in the Council's GDPR Implementation Plan</li> </ul>
		<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>All requests and complaints addressed within prescribed timeframes</li> </ul>
	Provide assurance through delivery of best practice in Corporate Governance, Risk Management, Financial Management and Audit Systems	<ul style="list-style-type: none"> <li>Prepare Reports and Work Programmes in line with corporate governance requirements</li> </ul>	<ul style="list-style-type: none"> <li>Annual Service Delivery Plan 2022 adopted</li> <li>Annual Report 2021 adopted</li> </ul>
		<ul style="list-style-type: none"> <li>Ensure adequate and comprehensive insurance is in place to meet the needs of the organisation</li> <li>Review system of recording and processing public liability claims</li> </ul>	<ul style="list-style-type: none"> <li>Manage the insurances in place</li> <li>Management of claim</li> <li>Reduction of time in processing claims</li> </ul>
		<ul style="list-style-type: none"> <li>Review Corporate Risk Register</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Risk Register reviewed</li> </ul>

ASSETS 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	Provide for the conservation of fuel and energy in protecting the environment	<ul style="list-style-type: none"> <li>Liaise with SEAI and other partners on the obligations of public bodies with regard to building management</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing assessment of compliance with statutory obligations</li> </ul>
		<ul style="list-style-type: none"> <li>Monitoring and Reporting 2021 returns</li> </ul>	<ul style="list-style-type: none"> <li>Complete by April, 2022</li> </ul>
		<ul style="list-style-type: none"> <li>De-carbonisation of Roscommon County Council fleet as resources and availability of suitable alternatives allow</li> </ul>	<ul style="list-style-type: none"> <li>Number of vehicles leased / purchased by December, 2022</li> </ul>
		<ul style="list-style-type: none"> <li>Implement Annual Energy Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of Plan actions completed by December 2022</li> </ul>
		<ul style="list-style-type: none"> <li>DeadSure and Maproad Public Lighting Applications</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing update of systems</li> </ul>
		<ul style="list-style-type: none"> <li>Updating of UMR Database with upgrade works and re-Grouping of GMPRNs</li> </ul>	<ul style="list-style-type: none"> <li>Continuous maintenance and update of database</li> </ul>
		<ul style="list-style-type: none"> <li>Maintenance / Replacement functions of public lighting systems.</li> </ul>	<ul style="list-style-type: none"> <li>Programme implementation</li> <li>Percentage achieved in 2022</li> </ul>
		<ul style="list-style-type: none"> <li>Co-ordinate LED Replacement Project with RMO/Mayo County Council</li> </ul>	<ul style="list-style-type: none"> <li>Checking and verification of database</li> <li>Liaise with Mayo County Council as Lead Authority for Region 3</li> </ul>

		<ul style="list-style-type: none"><li>• Liaise with Planning Section in relation to Taking in Charge of Housing Estates</li></ul>	<ul style="list-style-type: none"><li>• Act on memorandums from planning after resolutions have been passed at Council Plenary Meetings.</li></ul>
		<ul style="list-style-type: none"><li>• Advise OGP of Removal/Additions to RCC Framework</li></ul>	<ul style="list-style-type: none"><li>• Carried out on ongoing basis</li></ul>
		<ul style="list-style-type: none"><li>• Carry out Upgrades to School Warning Lights based on annual surveys and monitoring</li></ul>	<ul style="list-style-type: none"><li>• Ongoing upgrade of operational components</li></ul>
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"><li>• Update and maintain Asset Registers of Land / Buildings and other Assets of Roscommon County Council</li></ul>	<ul style="list-style-type: none"><li>• Maintain Asset Register and populate in a timely manner</li><li>• Carry out cross-check with Fixed Asset Register</li></ul>
		<ul style="list-style-type: none"><li>• Liaise with appropriate units in relation to the acquisition, disposal leasing or letting of land and property</li></ul>	<ul style="list-style-type: none"><li>• Number of acquisitions and disposals in 2022</li><li>• Database of Leases</li></ul>

## FINANCE, DIGITAL TRANSFORMATION, COMMUNICATION AND INFORMATION TECHNOLOGY

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"> <li>Foster leadership, creativity, innovation and a performance culture at all levels within the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Individual Performance Plans to include clear role definition and identify tasks and targets to assist in achieving cultural change in the organisation</li> </ul>
		<ul style="list-style-type: none"> <li>Instil a culture of change within the organisation through partnership, positive support and encouragement among the staff</li> </ul>	<ul style="list-style-type: none"> <li>Monitor and meet internal targets in relation to team and individual performance</li> </ul>
	Create a culture of continuous learning and development	<ul style="list-style-type: none"> <li>Improve staff morale through capacity building and skills enhancement</li> </ul>	<ul style="list-style-type: none"> <li>Monthly Integrated Performance Management meetings to install a culture of change</li> </ul>
	Promote positive employee relations and engagement especially in the context of the Covid 19 pandemic.	<ul style="list-style-type: none"> <li>Instil a culture of change within the organisation through positive support and encouragement of staff</li> </ul>	<ul style="list-style-type: none"> <li>Monitor and meet internal targets in relation to team and individual performance</li> </ul>
Value our Customers	<p>Provide opportunities for customers to access our services through the use of digital technology and online services</p> <p>Promote the usage of online motor tax services due to</p>	<ul style="list-style-type: none"> <li>Advance the use of e-finance in transactions in relation to the Councils creditor and debtor systems, consistent with Government policy</li> <li>Advise motor tax</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with relevant legislation, Prompt Payments etc.</li> <li>Encourage the use of the new E invoicing system</li> <li>Monitor online</li> </ul>

	continued Covid -19 restrictions.	customers of benefit of online usage	motor tax usage figures
	Promote a culture in the workplace where customers and staff are respected, valued and treated with dignity	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Staff training provided to carry out roles and processes continuously reviewed</li> </ul>
		<ul style="list-style-type: none"> <li>Ensure regular and timely payment of all non-pay suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of compliant Purchase Orders and Prompt Payment Compliance</li> </ul>
Efficient Use of Resources	Recruit, maintain and allocate staff resources in conjunction with our workforce plan to deliver	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Performance Indicator C1 - total number of whole time equivalent employees</li> </ul>
	<p>Promote and support the Safety, Health and Welfare of all employees through the implementation of an organisation – wide Safety Management System</p> <p>Comply with all Covid 19 Health guidelines and advice.</p>	<ul style="list-style-type: none"> <li>H&amp; S is on agenda for all staff meetings</li> <li>Staff are aware and familiar with all safety policy documents</li> <li>Implement remote working strategies as advised by Government.</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Safety reports</li> <li>Compliance with H&amp;S Policy</li> <li>Compliance with Covid 19 guidance as advised by Government</li> </ul>
	Ensure compliance with public spending code, procurement policies and best practice in achieving value for money.	<ul style="list-style-type: none"> <li>Develop and implement strategies to achieve effective procurement that delivers value for money</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Procurement Plan 2019 -2021 in place &amp; new Corporate Plan 2022 - 2025 being introduced in Q1 2022</li> <li>Produce Procurement</li> </ul>

			<p>Reports for Management Team and report on percentage of national framework used.</p> <ul style="list-style-type: none"> <li>• Mini competitions held</li> </ul>
	Benchmark against NOAC indicators.	<ul style="list-style-type: none"> <li>• Submit all NOAC returns on time</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with required deadlines and monitor NOAC KPI return</li> </ul>
	Through the annual budget process ensure LPT, Business Rates and State Grants are spent appropriately.	<ul style="list-style-type: none"> <li>• Ensure regular monitoring of budgets, follow up on exceptions and timely reporting in all relevant areas</li> </ul>	<ul style="list-style-type: none"> <li>• Balanced revenue budget</li> </ul>
Good Governance	Continual implementation of the FOI Policies	<ul style="list-style-type: none"> <li>• Data for Freedom of Information Requests is supplied to relevant person</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with required deadlines</li> </ul>
	Provide assurance through delivery of best practice in Financial Management and Audit Systems	<ul style="list-style-type: none"> <li>• Maintain a financial accounting framework that is consistent with public sector objectives and accounting code of practice</li> </ul>	<ul style="list-style-type: none"> <li>• NOAC M1: Revenue account balance</li> </ul>
		<ul style="list-style-type: none"> <li>• Adopt a coordinated approach to ensure financial control is implemented consistently and effectively across the whole organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Local Government Audit and Internal Audit facilitated</li> </ul>



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"><li>Review current forms published on <a href="http://www.roscommoncoco.ie">www.roscommoncoco.ie</a> , analyse service use, develop an online version including payment connectors where appropriate</li></ul>	<ul style="list-style-type: none"><li>Number of online services provided</li></ul>
		<ul style="list-style-type: none"><li>Continue to develop online community grant forms where appropriate.</li></ul>	<ul style="list-style-type: none"><li>Number of community grant forms developed.</li></ul>
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"><li>Provide a suite of digital services to elected members</li></ul>	<ul style="list-style-type: none"><li>Number of services provided</li></ul>
	Manage the organisation effectively, working collaboratively with all stakeholders	<ul style="list-style-type: none"><li>Develop a Service Catalogue of Council Services by building a high level A-Z list of services for website, in keeping with LGMA project</li></ul>	<ul style="list-style-type: none"><li>A-Z list of services developed for website</li></ul>
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"><li>Develop and promote a range of online services and make them available through ' My Online Service '</li></ul>	<ul style="list-style-type: none"><li>Number of online services delivered</li></ul>

		<ul style="list-style-type: none"> <li>Management the Council's website and social media i.e. Facebook and Twitter accounts</li> </ul>	<ul style="list-style-type: none"> <li>NOAC C3: LA website and social media usage</li> </ul>
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"> <li>Develop a Customer App to enable customers to view rates and rents accounts and make payments etc.</li> </ul>	<ul style="list-style-type: none"> <li>Customer App developed and in place</li> </ul>
	Ensure compliance with public spending code, procurement policies and best practice in achieving value for money	<ul style="list-style-type: none"> <li>Streamline internal processes by developing a range of internal online services accessible through ' My Online Workspace '</li> </ul>	<ul style="list-style-type: none"> <li>Number of internal online services delivered</li> </ul>
		<ul style="list-style-type: none"> <li>Expand council's use of existing licenses associated with the councils GIS playform powered ESRI ArcGIS Enterprise software</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of web-based solutions to enable various section to edit and update spatial data, removing reliance on out-of-support MapInfo licenses</li> </ul>
		<ul style="list-style-type: none"> <li>Develop a Customer App to enable customers to view rates and rents accounts and make payments etc.</li> </ul>	<ul style="list-style-type: none"> <li>Customer App developed and in place</li> </ul>
		<ul style="list-style-type: none"> <li>Streamline internal processes by developing a range of internal online services accessible through ' My Online Workspace '</li> </ul>	<ul style="list-style-type: none"> <li>Number of internal online services delivered</li> </ul>
Developing sustainable infrastructure to cater for the future needs of the county	Ensure effective and dedicated support of the National Broad band 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"> <li>Continue to provide a Broadband Officer as point of contact for service providers, government departments and the general public</li> </ul>	<ul style="list-style-type: none"> <li>Preparation of launch of Digital Strategy for County Roscommon</li> </ul>

		<ul style="list-style-type: none"> <li>Assist with the rollout of the National Broadband Plan</li> </ul>	<ul style="list-style-type: none"> <li>Broadband Connection Points (BCPs) (community hubs) set up throughout the county to provide the public with access to high speed broadband</li> </ul>
		<ul style="list-style-type: none"> <li>Continue to support private providers in the roll out of high speed broadband in commercially viable areas</li> </ul>	<ul style="list-style-type: none"> <li>Continue to seek funding, in collaboration with BCPs, under anticipated new DRCD funding streams in 2021</li> </ul>
Good Governance	Ensure democratic functions are performed in an open and informed manner	<ul style="list-style-type: none"> <li>Facilitation of Live Webcasting of Plenary Council Meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Live Webcasting of full Council Meetings</li> </ul>
		<ul style="list-style-type: none"> <li>Work with DHPLG on the national planning application data capture pilot.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver the sectoral solution</li> </ul>
		<ul style="list-style-type: none"> <li>Implement Mobile device management solution that incorporates asset management</li> </ul>	<ul style="list-style-type: none"> <li>Implement Microsoft Intune solution to register devices.</li> </ul>
		<ul style="list-style-type: none"> <li>Implement technology and ICT supports for a long term remote working solution.</li> </ul>	<ul style="list-style-type: none"> <li>Examine long-term remote working solutions</li> </ul>
		<ul style="list-style-type: none"> <li>Design and implement a Recovery Solution for key services</li> </ul>	<ul style="list-style-type: none"> <li>Procure supplier and test solution</li> </ul>
		<ul style="list-style-type: none"> <li>Develop governance structure for the use of Microsoft Teams as a collaboration tool</li> </ul>	<ul style="list-style-type: none"> <li>Roll out new design structure.</li> </ul>