



Comhairle Contae
Ros Comáin
Roscommon
County Council



ANNUAL SERVICE DELIVERY PLAN 2025



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Our Vision

Working together to make Roscommon your County of Choice.

Our Mission

Making Roscommon a welcoming, sustainable, inclusive, prosperous and vibrant place of choice to live, invest, work and visit.

Foreword

Roscommon County Council's Corporate Plan 2024-2029 was adopted at the December 2024 meeting of the Council. This Annual Service Delivery Plan (ASDP) details the supporting strategies and activities to be implemented across all key functional areas to achieve the Corporate Plans goals and objectives. This ASDP specifies the services to be provided, along with the standards for their delivery, monitoring, and evaluation, ensuring optimal service delivery. This ASDP offers a framework for Roscommon County Council to assess and be assessed on our year-on-year performance. The ASDP is aligned to the budgetary process, the performance management and development system, and performance indicators.

Section 134A of the Local Government Act 2001, as amended, requires local authorities to adopt an Annual Service Delivery Plan setting out in detail the activities to be undertaken across all key function areas to deliver on the objectives of the Corporate Plan which are consistent with the provisions in the local authority budget.

The Annual Service Delivery Plan takes account of national and regional policies and plans, Sustainable Development Goals, and of adopted policies of Roscommon County Council including:

- Corporate Plan 2024-2029
- Roscommon County Development Plan 2022-2028
- Roscommon County Local Economic & Community Plan 2023-2029
- Budget 2025

The Annual Service Delivery Plan 2025 outlines the actions required to achieve the goals of the Corporate Plan and forms the basis for Unit Operational Plans. These Unit Operational Plans guide the development of staff members' Individual Performance Plans. Specific elements of the Plan will be implemented through the 2025 Schedules of Municipal District Works, which are created by our Municipal Districts.

Performance Monitoring

The plan is consistent with the adopted Budget for 2025 and aligned to the Integrated Performance Management System and relevant performance indicators, developed by the National Oversight and Audit Commission (NOAC). The Council will continuously measure and evaluate progress in achieving the goals of the ASDP and Corporate Plan. This is supported through integrated performance management and the performance management development system. Reporting on the delivery of this Plan will be achieved through Monthly and Quarterly Management Reports, internal and external audit processes and by measurement through the Performance Indicator process under the NOAC Guidelines. The end of year performance measures will be included in the Council's Annual Report.

NOAC performance indicators serve as an additional tool to evaluate and report on our performance. NOAC compile an annual national composite report of local authority service indicators. Roscommon County Council report on 45 service indicators across 11 areas of local government, providing a crucial sectoral benchmark that enable our local authorities to establish baseline data. Monitoring performance across all key service areas is achieved through reporting of NOAC performance indicators, which provides an important mechanism for the benchmarking of performance across a range of areas. The publication of these indicators supports openness and transparency in the operation of Roscommon County Council.

Principal Services

Roscommon County Council is an entirely independent corporate entity having full responsibility under law for the performance of functions and the discharge of governance and other responsibilities. The Council's functions are performed by two interacting and mutually supporting elements, the elected Council and the Executive, whose respective responsibilities are defined by law. Key strategic, policy and financial decisions are vested in the Elected Members, while the Executive is responsible, subject to policy determined by the Council, for matters not specifically reserved to the latter by law and for the general administration of the Authority.

In collaboration with the Elected Members and various partner agencies and organisations, our Council staff provide more than 1,000 different services to the businesses, visitors, and people of County Roscommon. The following Directorates deliver Roscommon County Council's wide range of services through our sections and Municipal Districts.

- Director of Economic, Planning and Physical Development
- Director of Housing, Community, Culture, Integration and Roscommon MD Area Manager
- Director of Climate Action, Environment, Resources, People and Athlone MD Area Manager
- Director of Finance, Governance, Enterprise, Energy, Assets, Emergency Services and Boyle MD Area Manager

Economic, Planning and Physical Development

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 Economic Development of our towns is linked to the Town Centre First Plans completed in Strokestown (2023) and planned for Castlerea (2025). These and other Town Health Checks and village plans assist communities to identify development opportunities in their towns and villages. Projects are then put forward for the various funding calls. Communities are also supported through the County Tourism and Heritage Plans and funding supports administered through the Tourism and Heritage Officers.

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 of exemption in relation to Part V obligations.
- **Forward Planning:** This area of responsibility includes the policy role of the Council's planning function. It involves the making and adoption of Plans as well as other ancillary works (where resources permit), such as the production of design guidance.
- **Planning Enforcement:** This includes 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.
- **Land Use Tax:** This previously involved the administration of the Vacant Site Levy, which has now been replaced by the Residential Zoned Land Tax. The Planning Section will continue to be involved in survey and mapping work relating to Residential Zoned Land Tax, with Revenue being responsible for the collection of the tax.

Roads and Transportation, Active Travel and National Roads Regional Office

Roads and Transportation, Active Travel and the National Roads Regional Office, in conjunction with the three Municipal District Offices, are responsible for the delivery of a wide range of services on the national, regional and local road network.

Transport Infrastructure Ireland 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. Funding for non-public roads is provided by the Department of Rural and Community Development through the Local Improvement Scheme. The National Transport Authority (NTA) fund the active travel programme. The Council also provides funding from its own resources to supplement the grant allocations.

Primary programmes include:

- Road Maintenance and Road Improvement Schemes
- Road Safety Programme
- Winter Maintenance Programme
- Verge Trimming
- Bridge Maintenance and Improvement Works
- Climate Change Adaptation and Resilience Programme
- Low Cost Safety Improvement Schemes
- Maintenance of Arterial Drainage
- Flood Alleviation Works
- Local Improvement Schemes
- Community Involvement Schemes
- Management and Maintenance of Burial Grounds
- Maintenance of Parks and Public Amenities

Other services administered by the Unit include:

- Processing of Road Opening Licence Applications
- Management of Temporary Road Closures
- Processing of Abnormal Loads Permits
- Machinery and Fleet Management
- Broadband Office
- Roads Schedule Management including Declaration of Public Roads, Abandonment of Public Roads and Extinguishment of Rights-of-Way
- Assessment of Planning Applications
- Bye-Laws i.e. Speed Limit Bye-laws, Cemetery Bye-Laws, Car Park Bye-Laws

National Roads Regional Office (NRRO)

Roscommon National Roads Regional Office is currently progressing the development of a number of national road, greenway and active travel projects within County Roscommon. All projects are being developed in full consultation with TII and in accordance with all applicable guidelines. Funding for the Active Travel Programme is provided by the National Transport Authority (NTA) and Transport Infrastructure Ireland (TII) in respect of national roads active travel.

Housing, Community, Culture and Integration

Housing

The Housing Department is dedicated to supporting individuals and families who cannot meet their housing needs through their own means. Social housing is provided through the allocation of Council-owned homes, partnerships with Housing Associations, and initiatives such as the Rental Accommodation Scheme, Housing Assistance Payment, long-term leasing, and the Traveller Accommodation Programme.

Aligned with the Housing for All delivery targets, Roscommon County Council is committed to expanding social housing through the current expenditure programme. The department also focuses on delivering suitable housing for people with disabilities and providing homeless services, including preventative measures under the West Region Homelessness Action Plan.

Support is also offered to private households through various housing grant schemes and loans for eligible applicants. Key responsibilities of the department include tenancy management, maintenance and upgrading of housing stock, administering housing improvement grants, addressing derelict and dangerous buildings, tackling vacancy, inspecting rental properties, and managing the Tenant Purchase and Home Loan schemes.

In addition, there will be a continued emphasis on climate action, particularly in the construction, acquisition, and maintenance of Council-owned homes.

Community Development

The Community Development Unit provides support for Roscommon Local Community Development Committee (LCDC) and manages the Social Inclusion Community Activation Programme (SICAP) Programme. The unit supports the work of the Local Action Group (LAG) on the delivery of the LEADER programme and supports the implementation of the Community elements identified in the Local Economic Community Plan (LECP).

The unit leads Roscommon County Council's involvement with, and encouragement of community initiatives throughout the County. By supporting community projects and collaborations between various stakeholders throughout the county. The Community Development Unit brings together a variety of sub-units with a common focus on building communities. The sub-units include:

Roscommon Local Community Safety Partnership (LCSP)

The Local Community Safety Partnership (LCSP) works to ensure that Roscommon remains a safe and secure place for its residents. The LCSP promotes community safety by fostering partnerships between local authorities, the Gardaí, and other community stakeholders.

Healthy Ireland

The Healthy Ireland programme aims to promote better physical and mental health for the people of Roscommon. This initiative aligns with the government's national framework to improve public health and well-being. The programme encourages healthier lifestyles by supporting initiatives such as physical activity promotion, mental health awareness, healthy eating campaigns, and initiatives aimed at tackling addiction.

Social Inclusion

The Social Inclusion sub-unit focuses on addressing issues of poverty, marginalisation, and inequality. Social inclusion initiatives aim to break down barriers faced by disadvantaged groups in accessing education, employment, healthcare, and social services. The sub-unit works with various vulnerable

groups, including those living in poverty, ethnic minorities, people with disabilities, and those suffering from mental health issues. Public Participation Network (PPN)

Public Participation Network (PPN)

Roscommon Public Participation Network (PPN) is the main link through which Roscommon County Council connects with the Community, Voluntary, Social Inclusion and Environmental sectors of the County. The PPN as an independent network empowers communities to participate in local decision-making, enables access to Local Authority funding and provides capacity building initiatives for member groups. The network's annual work-plan is overseen by the PPN Secretariat (Board) and is facilitated by Roscommon County Council through their appointed staff.

Age Friendly

As Ireland's population continues to age, the Age Friendly sub-unit focuses on ensuring that Roscommon is a welcoming and supportive place for older adults. The Age Friendly initiative works to improve the quality of life for seniors by enhancing services, facilities, and opportunities for older individuals to stay active, engaged, and independent.

Arts and Culture

Roscommon County Council's Arts and Culture Section works to support artists of all disciplines through bursaries, commissions and professional development; to enhance creativity in the lives of all participants and audiences through funding and programming; to enrich public engagement with the arts in all its forms at our venues and public events; and to promote continued strategic and sustainable investment in arts and cultural infrastructure. The Section comprises the Arts Office, including the local Creative Ireland programme and the Public Art programme; Roscommon Arts Centre, the county's dedicated professional arts venue; King House Museum and Interpretive Galleries; Douglas Hyde Centre; and An Ríoga Art Gallery. Funded by Roscommon County Council, the Arts Council of Ireland, Creative Ireland, the Department of Tourism Culture Arts Gaeltacht Sports and Media and government capital schemes such as RRDF, URDF, Town & Village. The work is guided by strategies including *Place for Art Arts Plan 2023–2028* and the *Culture and Creativity Strategy 2023-2027*.

Local Authority Integration Team (LAIT), Ukraine Response and Community Integration Forum (CIF)

Roscommon County Councils LAIT was established in 2024 to offer social inclusion and integration from day one with the following cohorts: Beneficiaries of Temporary Protection, Applicants for International Protection, Those with Refugee, Subsidiary Protection/Permission to remain status and Programme Refugees. The LAIT through the provision of clinics support the cohort by providing information, integration supports, advice, area specific information packs and guidance on local services that will assist integration into the local community.

In the context of Irish migration policy, integration has been defined as: "the ability to participate to the extent that a person needs and wishes in all major components of society without having to relinquish his or her own cultural identity." The LAIT strategically place themselves on committees and forums to ensure that the voices of the people that we work with are reflected in policy and decision making.

The Offer a Home programme offers accommodation to Ukrainians under temporary protection. Accommodation is made via Offer a Home website and this is followed up with an inspection to determine the suitability of the property. The Offer a Home Programme is in place until March, 2026. In Roscommon there are over 370 properties supporting over 800 people.

Community Integration Forum is a multi-agency forum, chaired by Roscommon County Council which brings together representatives of both Statutory and Voluntary agencies operating across the county ensuring commitment and consistency in terms of service delivery for the LAIT cohort. The Forum meets approximately 6 times per year and has relevant sub committees established to support issue based concerns.

Library Service

The 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 collection and spaces, printing services, free Internet, and a wide range of eResources including eBooks, eAudiobooks, online newspapers, digital literacy supports and online courses.

Climate Action, Environment, Resources and People

Environment and Climate

The Environment and Climate Unit delivers a broad range of services in five connected service areas; namely, water, air and noise protection; waste management and the circular economy; climate action; rural water; and water laboratory testing. The Unit also administers the Casual Trading Bye-Laws. Services provided include the management of facilities, such as recycling centres, enforcement of litter and environmental legislation, and community engagement projects, including the provision of grants to assist local community groups.

Roscommon's Climate Action Plan 2024-2028 is now in place and actively promotes the reduction of greenhouse gas emissions within the local authority and more broadly throughout the county via community groups.

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 Council is committed to the improvement of water quality within the county and continues to engage with other state agencies to achieve the goals set out under the Water Framework Directive.

The Unit supports the private water services network under the Multi Annual Rural Water Programme 2022 to 2025 by providing subsidies and grants for improvement works to the Group Water Scheme Sector and Private Water Supply Grants (Wells). Lead Remediation Grants are also available to members of the public. The Council's accredited water testing laboratory samples, tests and monitors water quality in the natural environment, including drinking water sources. This service extends to third parties and other local authorities.

In line with the National Waste Management Plan adopted in 2024, the Unit actively promotes the reduction, reuse and recycling of waste material and supports the development of a circular economy. The Unit also continues to regulate domestic and commercial waste activities, with particular emphasis on improving segregation of waste at source to improve recycling and the sustainable management of waste. Other focus areas include the regulation and management of historical landfill sites.

Water Services

The delivery of water services in the county is under the operational direction of Uisce Éireann since July 2023. All costs associated with the staff providing the service will continue to be reimbursed to Roscommon County Council through a service level agreement until 2026 when all staff will have transitioned or returned to Roscommon County Council.

Information Systems

The Information Systems Business Unit supports Roscommon County Council through the provision and maintenance of Information and Communications Technology (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 Information Systems 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.

Corporate Services

Corporate services promote corporate business planning and business continuity, performance measurement and monitoring. The functions include support services to Council management, organisation of Council meetings and sub-committees, communications, register of electors, records management, civic receptions, customer services, and the resolution of customer complaints. Corporate communication, media, advertising and social media services are provided to the organisation. The section encourages and promotes the use and visibility of the Irish language and proactively works towards improving the organisation's capacity to deliver services as Gaeilge. Corporate Services also support the maintenance and upkeep of corporate buildings to ensure staff have fit-for-purpose, quality working environments.

Customer Services is the central point of contact for people and businesses to access services and information on the Council's full range of services. The service is provided by telephone, email, online and face-to-face.

Human Resources

The Human Resource Department is central to supporting Roscommon County Council in delivering efficient, high-quality public services. The focus in 2025 is on building a skilled, resilient and motivated workforce aligned with the Council's strategic goals.

Key priorities include implementing the Strategic Workforce Plan, strengthening recruitment and retention, supporting internal mobility and promoting staff development. We aim to ensure the right people are in the right roles, now and into the future.

Employee well-being remains a key focus, supported through health promotion initiatives, the Employee Assistance Programme and a continued emphasis on positive workplace culture.

Digital transformation will continue to be prioritised by streamlining HR processes and enhancing data-driven decision-making.

Through ongoing collaboration with management, staff and union partners, the HR Department is committed to continuous improvement and ensuring Roscommon County Council remains an employer of choice in the public sector.

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.

Enterprise Development

Roscommon County Council has taken a strong and prominent role in leading economic and enterprise development 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 by the Local Enterprise Office together with the Community and Enterprise Unit.

The Local Enterprise Office supports enterprise development to Roscommon businesses by offering targeted financial supports, mentoring, training and enterprise development programmes and by supporting the developing of an entrepreneurial culture within the County.

Fire Services and 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 ISO 45001:2018 Occupational Health & Safety Management System.

A subsidised cost of attendance by Fire Brigades at emergency incidents is charged to the beneficiaries of the service provided and Fire Service staff manage the invoicing and collection of these charges.

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

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

The Fire & Emergency Management Unit also facilitate the preparation of the Emergency Plans and associated response by Roscommon County Council in cooperation with other response agencies.

Building Control

Roscommon County Council is the statutory Building Control & Market Surveillance Authority for County Roscommon and administers the Building Control Management System through which all Building Control notifications are electronically managed. Building Control & Market Surveillance 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 along with the Construction Products Directive and associated legislation.

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

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

- Marketing of Construction Products in line with European Union (Construction Product) Regulations 2013 (SI No. 225 of 2013); Appendix I
- Building Energy Rating Certificates for buildings in line with the European Union (Energy Performance of Buildings) Regulations 2012 (SI No. 243 of 2012); Appendix II

Civil Defence

The Roscommon Civil Defence Development Plan sets out the strategic objectives for the Civil Defence service as required by the Civil Defence Act 2023. 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 and include the following core functions of Missing Persons Searches & associated specialist training for Drone Pilots & Boat operations, Medical Support, Community support duties.

Governance

The Governance section promotes organisational governance and a coherent approach to development and change through supporting and co-ordinating risk management and good data governance and data analytics. The functions include support services such as insurances, freedom of information, requests for access to information on the environment, data protection, records management and dog control service.

Assets and Energy Management including Facilities Management and 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 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 statutory reporting obligations in the context of EU and National policy commitments.

The function of facilities management is to operate and maintain Áras an Chontae in a sustainable manner, while remaining cognisant of the organisations energy use and greenhouse gas emission.

Appendix 1 - Annual Service Delivery Plan

This Service Delivery Plan is a key part of the Council's business planning cycle. Its service objectives and targets cascade into departmental business plans. Each Directorate has developed a Service Delivery Plan specific to their area. This document outlines our Goals, Priorities, Objectives, Supporting Strategies & Activities, Actions for Delivery, and Performance Measures.

The Annual Service Delivery Plans 2025 for each Directorate is as follows:

Economic, Planning and Physical Development Directorate		
Regeneration		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.1.4	Implement public realm enhancements under URDF, RRDF, TVR which promote investment in local communities.	Successful implementation in accordance with letters of offer. Specifically the progression of: > Rejuvenating Strokestown redevelopment project > Ballaghaderreen Public Realm and town park project > Roscommon Town Spokes and Wheel regeneration project > RRDF Putting the Heart in Monksland project
1.1.5	Implement public realm enhancements under URDF, RRDF, ORIS and TVR which protect our built heritage, promote sustainable transport & create vibrant liveable towns & villages Complete the Town Centre First Plan for Castlerea	Successful implementation in accordance with letters of offer. Specifically projects below which align with National, Regional and Local Planning and Climate Action Objectives. > Rejuvenating Strokestown redevelopment project > Ballaghaderreen Public Realm and town park project > Roscommon Town Spokes and Wheel regeneration project Castlerea TCF Plan completed and agreed
1.1.9	Support the delivery of the heritage led Integrated Urban Strategy for Roscommon Town and progress the refurbishment of a Roscommon Council owned heritage building. Finalise the Heritage Plan Support the operation of the BHIS, HSF and CMF Support the delivery of the Strokestown Heritage Led regeneration Plan and progress projects as opportunities arise.	Roscommon IUS completed. Application for THRIVE Strand 2 completed Heritage Plan Adopted BHIF, HSF, CMF funds allocated Historic Town Initiative funded projects supported
1.1.10	Continue to support all available funding opportunities under Just Transition Scheme.	Work with our partners in Waterways Ireland and Fáilte Ireland to advance the ambitions of the Hodson Bay Masterplan through Planning and Design

Economic, Planning and Physical Development Directorate		
Regeneration		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.1.11	Promote Awareness of Heritage and Biodiversity Support the promotion of Rathcroghan as one of the Royal Sites of Ireland Support Rathcroghan's UNESCO world heritage bid.	No. of emails, social media and information dissemination No. of Heritage Bursaries No. of other surveys e.g. swifts, folklore and oral network, holy wells, historic graveyards, conservation projects, field names.
1.1.12	Biodiversity Plan complete and adopted	Biodiversity Group established Promote National Biodiversity Week Funding secured and biodiversity projects administered
1.2.5	Work with the Library Services to support the enhancement of Library Services across the county.	Progress the delivery of a new library, with MyOpenLibrary facilities, in Boyle. (UNA Comment)
1.2.6	Implement town and village enhancements under RRDF, ORIS, CLAR, TVR, EU JTF & THRIVE to enhance the attractiveness of our towns and villages Work with Town Teams to develop our Towns in line with Town Centre First Policy Bring forward town and village projects to support the sustainable development of our towns and villages	Successful implementation in accordance with letters of offer. No. of engagement with Town Teams No. of TVR projects underway
1.2.7	Support the delivery of the greens with TII	Attend public consultations
1.2.11	Support the Outdoor Recreation Committee and monitor the implementation of the County Roscommon Outdoor Recreation Plan. Do we put LSSIF in here?	No. of outdoor recreation committee meetings
2.1.6	Prepare appropriate community and infrastructural project funding proposals for the County.	Successful implementation in accordance with letters of offer

Economic, Planning and Physical Development Directorate		
Regeneration		
Corporate Plan Reference	Actions for Delivery	Performance Measure
2.2.1	<p>Supporting economic development and enterprise, working in partnership with the Local Enterprise Office to identify funding opportunities to provide the economic infrastructure to enhance and support the economic development of our towns and villages</p> <p>Work with communities to use Project Development Measures to plan and develop a pipeline of projects suitable for various funding streams.</p>	<p>Avail of all funding opportunities to support economic viability of towns and villages and progress approved schemes in accordance with funding agreement. Support the development of community led initiatives such as:</p> <ul style="list-style-type: none"> > Development of An Bealach community-led collaborative initiative in Ballaghaderreen. > Rejuvenating Strokestown redevelopment project > Ballaghaderreen Public Realm and town park project > Roscommon Town Spokes and Wheel regeneration project > RRDF Putting the Heart in Monksland project. <p>No. and spread of projects being developed.</p>
2.2.2	<p>Finalise and adopt the 2025 - 2030 Tourism Strategy.</p> <p>Focus on Outdoor Recreation promotion.</p> <p>Support the implementation of the Relevant Destination Experience Development Plans for Roscommon</p>	<p>Tourism Strategy Adopted.</p> <p>Delivery of the Annual Festival and Events Fund. Delivery of ORIS funded schemes. Maintain the Tourism Marketing strategy. Deliver an impactful outdoor recreation campaign</p> <p>No. of actions relevant to Roscommon in DEDP's</p>
2.2.3	<p>Actively participate in all networking and public consultation</p>	<p>Participate on IHH Network.</p> <p>Work with FI, Coillte, WWI, MnM, IWAK and local communities on the development of quality visitor experiences.</p> <p>Expand and strengthen the Tourism Network</p>

Economic, Planning and Physical Development Directorate		
Regeneration		
Corporate Plan Reference	Actions for Delivery	Performance Measure
2.2.4	<p>Develop the infrastructure to encourage investment in job creation, tourism and enterprise.</p> <p>Promote Tourist experiences to grow tourism revenue and employment.</p>	<p>Support the development of projects which bring enhanced work opportunities, tourism and economic development for the county. Specifically:</p> <ul style="list-style-type: none"> > Just Transition Ballaghaderreen Community Centre > Support the development of An Bealach community-led collaborative initiative in Ballaghaderreen. > Hodson Bay Waterfront Park. <p>Participate in trade networking events</p> <p>No. of visitors to www.visitroscommon.ie and associated social media sites.</p> <p>No. of visitors to tourism attractions</p> <p>No. of successful Just Transition Funded projects</p>
2.3.1	<ul style="list-style-type: none"> > Implement public realm enhancement schemes that create liveable town centres that supports economic development and in turn reduces vacancy and dereliction. > Utilise URDF Call 3 funding to encourage owners of vacant and derelict properties to bring those properties in to use via enhancements or sale. 	<p>Successful implementation of projects that enhance town and village centres in accordance with letters of offer.</p> <p>Activate buildings approved by URDF within approved budget.</p>
2.3.2	Research, prepare and submit applications to the various funding streams available e.g. URDF, RRDF, TVR, ORIS, ERDF, Just Transition, CLAR etc.	<p>Ensure proposed projects are ready for submission to funding streams within allocated deadlines.</p> <p>Ensure all approved funding is drawdown in the allocated time.</p>
2.3.9	Supporting the development of community led projects and facilities in line with Roscommon County Council objectives for community development.	<p>Avail of all community led funding opportunities and progress existing projects in line with funding agreements - such as:</p> <ul style="list-style-type: none"> > RRDF Putting the Heart in Monksland project. > EU Just Transition Ballaghaderreen Community Hub

Economic, Planning and Physical Development Directorate		
Regeneration		
Corporate Plan Reference	Actions for Delivery	Performance Measure
2.3.12	Research, prepare and submit applications to the various funding streams available e.g. URDF, RRDF, TVR, ORIS, ERDF, Just Transition, CLAR etc which facilitates the further development of infrastructure within the county.	Ensure proposed projects are ready for submission to funding streams within allocated deadlines. Ensure all approved funding is drawdown in the allocated time and in accordance with funding agreements.

Economic, Planning and Physical Development Directorate		
Planning		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.1.2	Ensure the zoning of sufficient and appropriately located lands to accommodate and provide for quality new residential development and opportunities for economic growth, in the Athlone Joint Urban Area Plan, Boyle Local Area Plan and Carrick-on-Shannon Joint Local Area Plan, all of which will be at various stages of preparation and statutory plan making processes in 2025.	Extent of land zoned for residential development in accordance with the Core Strategy; the extent and sufficiency of suitably located lands to accommodate commercial and industrial development; number of permissions granted for residential, mixed use, commercial and industrial developments on appropriately zoned lands.
1.1.5	Promote and require adherence to the policies contained in the Roscommon County Development Plan (RCDP) 2022-2028, with emphasis on carbon reduction measures; Promote adherence to relevant policy objectives in the Roscommon County Development Plan (RCDP) 2022-2028, in particular those in Chapter 6 – Economic Development; Ensure that land use zoning in forthcoming Local Area Plans / Joint Plans facilitates sustainable enterprise and job creation development opportunities at appropriate locations. Prepare a new <i>Development Contribution Scheme</i> , to include appropriate concessions to incentivise economic growth on appropriately located lands in towns and villages.	Number of permissions granted for economic development proposals on suitably zoned lands; increased evidence of energy efficiency measures incorporated into new development proposals; number of green infrastructure projects proposed and granted permission; number of renewable energy projects proposed and granted permission. Adoption of a new <i>Development Contribution Scheme</i> by Q4 2025.
1.1.6	Commence preparatory work during 2025 in preparation for the formal commencement of the review of the Roscommon County Development Plan in March 2026; where required, commence the statutory process of any plan variations that may arise from the publication of the revised <i>National Planning Framework</i> .	Commencement of plan variations processes within prescribed timeframes.
1.1.7	Progression of planning enforcement cases in accordance with the statutory process and as expeditiously as possible.	Number of planning enforcement cases resolved in response to the issuing of a Warning Letter or Enforcement Notice or the conclusion of legal proceedings.

Economic, Planning and Physical Development Directorate		
Planning		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.1.8	<p>Promote and require adherence to the policy position set out in the Roscommon County Development Plan (RCDP) 2022-2028, including in particular policies in Chapter ((Built Heritage) and Chapter 10 (Natural Heritage).</p> <p>All zoning decisions to be informed by the undertaking of a Strategic Flood Risk Assessment. All relevant planning applications to be accompanied by a site specific Flood Risk Assessment.</p> <p>Ensure, through a robust assessment of planning applications, that European designated sites are protected, in accordance with the Habitats Directive.</p>	<p>No developments permitted contrary to <i>The Planning System and Flood Risk - Guidelines for Planning Authorities</i>;</p> <p>Number of Appropriate Assessments undertaken on development proposals on lands in, adjacent or otherwise identified as having connectivity to European designated sites;</p> <p>No appeals to An Bord Pleanala overturned for reasons relating to non compliance with natural heritage or built heritage policies.</p>
2.3.9	Promote adherence to relevant policy objectives in the Roscommon County Development Plan 2022-2028, including in particular those contained in Chapter 11 - Social, Community and Cultural Development.	<p>Number of pre-planning discussions facilitated in relation to community led projects;</p> <p>Number of permissions granted for community led projects.</p>
2.3.10	Incorporation of an appropriate policy basis into statutory plans to facilitate the provision of critical infrastructure.	No overturn by An Bord Pleanala on appeals of grants of planning permission for critical infrastructure.

Economic, Planning and Physical Development Directorate		
Roads and Transportation, Active Travel and National Roads Regional Office		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.1.1	Participate in the Roscommon County Council Climate Action Team and progress actions identified relative to Roads and Transportation	Actions implemented as monitored by Climate Action Team
1.1.14	Co-operate with the Office of Public works (OPW) in progressing flood mitigation measures at Lough Funshinagh, Carrick-on-Shannon, and Bogganfin, Athlone	<ul style="list-style-type: none"> •Progress the Lough Funshinagh Climate Change Project. •The Carrick -on-Shannon Flood Relief Scheme progressed by Leitrim County Council, the lead authority, in conjunction with Roscommon County Council and the Office of Public Works.
1.1.14	Apply to OPW for funding for Flood Relief Schemes	Number of schemes submitted to OPW
1.1.14	Carry out drainage maintenance on designated rivers	Arterial Drainage Programme 2025 completed
1.1.21	<ul style="list-style-type: none"> •Support the Council's emergency response service. •Operate an On Call system to assist in responding to emergencies when safe to do so. •Ensure up to date Flood Emergency Response Plan, Severe Weather Plan and Winter Maintenance Plan are in place. 	Number of emergency response service provided.
1.1.3	Progress projects under Department of Transport's Climate Change Adaptation and Resilience Works Programme	Number of projects completed
1.1.4	Maintain Playgrounds Maintain amenity and open spaces Maintain Public Realm	<ul style="list-style-type: none"> •Playgrounds maintained to a high standard through weekly and annual inspections. •Amenity and open spaces maintained to a high standard. •Public Realm maintenance works programme delivered.
1.2.10	Support the Roscommon Local Community Safety Partnership and the Community Safety Plan with regard to the promotion and support of road safety initiatives	Number of meetings.

Economic, Planning and Physical Development Directorate		
Roads and Transportation, Active Travel and National Roads Regional Office		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.2.7	<p>Progress Lough Ree Greenway project - Athlone to Ballyleague/Lanesborough/Roscommon Town</p> <p>Progress Greenway project - Mid Shannon-Ballyleague/Lanesborough, Strokestown, Roosky and Termonbarry</p> <p>Progress Greenway project - Lough Key to Carrick-on-Shannon</p>	<p>Progress the Lough Ree Greenway project - Athlone to Ballyleague/Lanesborough/Roscommon Town is being through TII Phase 2 Options Selection</p> <p>Continue to progress Greenway project - Mid Shannon-Ballyleague/Lanesborough, Strokestown, Roosky and Termonbarry</p> <p>Progress Greenway project - Lough Key to Carrick-on-Shannon through TII Phase 2 Options Selection</p>
1.2.9	Provide training and support to the external members of the Roads, Planning and Emergency Services Strategic Policy Committee	Number of emergency response service provided.
2.3.11	Continue with the delivery of the Taking in Charge of Estates programme in conjunction with the Planning Department	Number of estates taken in charge

Economic, Planning and Physical Development Directorate		
Roads and Transportation, Active Travel and National Roads Regional Office		
Corporate Plan Reference	Actions for Delivery	Performance Measure
2.3.2	<p>Progress the national road project - N5 Ballaghaderreen-Scramoge</p> <p>Progress the national road project - N61 Gortnacranagh to Tulsk</p> <p>Progress the national road project - N61 Tulsk to Clashaganny Realignment</p> <p>Progress the national road project - N61 St. John's Junction Optimisation Project</p> <p>Progress the national road project - N61 St. Brigid's Junction Optimisation Project</p> <p>Progress the national road project - N4 Carrick on Shannon Bypass & Traffic Management Project</p> <p>Progress Active Travel projects within the villages of Frenchpark, Bellanagare, Tulsk, Strokestown and from Tulsk to Rathcroghan</p>	<p>N5 Ballaghaderreen to Scramoge project - construction progressing</p> <p>N61 TGRP is being progressed through TII Phase 2 Options Selection</p> <p>Progress the N61 Tulsk to Clashaganny project through TII Phase 2 Options Selection and TII Phase 3 Design & Environmental Evaluation</p> <p>Progress the N61 St. John's Junction Optimisation Project through Phase 3 Design & Environmental Evaluation</p> <p>Progress the N61 St. Brigid's Junction Optimisation Project through Phase 3 Design & Environmental Evaluation</p> <p>Progress the N4 Carrick on Shannon Bypass & Traffic Management Project through TII Phase 3 Design and Environmental Evaluation</p> <p>Progress projects through TII Phase 3 Design and Environmental Evaluation. Commence Phase 4 Statutory Processes</p>
2.3.4	Inspection and maintenance of critical infrastructure	Management of severe weather events as they arise during the year
2.3.4	Prepare the Roads Works Scheme 2025 Prepare Schedule of Municipal District Works Programme for the three Municipal Districts	Road Works Scheme 2025 and Schedule of Municipal District Works Programmes adopted and implemented within budget
2.3.4	Maintenance of History of Pavement works: Road Pavement Surface Inventory and Survey (Mechanical and Visual) Expenditure on road maintenance and improvement	Performance Indicators R1 R2

Economic, Planning and Physical Development Directorate		
Roads and Transportation, Active Travel and National Roads Regional Office		
Corporate Plan Reference	Actions for Delivery	Performance Measure
2.3.4	Pavement Surface Condition Index (PSCI) ratings for regional, local primary and local secondary roads	Performance Indicators R1 R2
2.3.4	Progress projects under the Active Travel Investment Programme 2025 to include Safe Routes to School projects	Number of projects delivered
2.3.4	Deliver projects under the Community Involvement Scheme	Number of projects delivered
2.3.4	Through funding provided by the Department of Rural and Community Development and also local contributions, progress projects under the Local Improvement Scheme 2025 to carry out improvement works on non-public roads, in conjunction with local communities	Number of projects delivered
2.3.4	Management and maintenance of the Council's machinery and fleet	Maximise income generated by Machinery Account
2.3.4	Prepare and implement Winter Service Plan	Winter Services Plan implemented
2.3.4	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
2.3.4	Administration of functions under the Roads Act 1993	Number of Notices issued Number of road closures Number of roads taken in charge

Economic, Planning and Physical Development Directorate		
Roads and Transportation, Active Travel and National Roads Regional Office		
Corporate Plan Reference	Actions for Delivery	Performance Measure
2.3.4	Manage all applications for Road Opening Licences via MRL (MapRoad Licensing)	<p>Performance Indicators:</p> <p>R4 A: Total number of T2, T2', T3 and T4 licences granted to excavate the public road.</p> <p>R4 B: Number of licences where a notification of completion of works (T5 notification) has been received by the local authority</p> <p>R4 C: Total number of licences that have passed into guarantee period by user action expressed as a % of the total number of licences that have passed into guarantee period</p> <p>R4 D: Total number of licences that have an inspection (in stages including granted, and intermediate stages to guarantee period but excluding guarantee period or later)</p> <p>divided by the total number of licences that have passed into guarantee period</p>

Economic, Planning and Physical Development Directorate		
Roads and Transportation, Active Travel and National Roads Regional Office		
Corporate Plan Reference	Actions for Delivery	Performance Measure
2.3.5	<ul style="list-style-type: none"> • Update the County Roscommon Road Safety Plan - in line with National Strategy Phase 2 Action Plan for 2025-2027 • Hold a minimum of four meetings of the Roscommon Road Safety Together Committee • Roll-out of the Safe Routes to Schools Programme • Deliver a programme of low cost safety schemes on national, regional and local roads • Erect all signage relating to new Rural Local Road 60Km/hr default speed limit signs • Implementation of the second phase in relation to speed limits which focuses on the speed limit in urban areas, which include built up areas as well as housing estates and town centres, reducing to 30 km/h. The speed limit on national secondary road is recommended to reduce from 100km/h to 80km/h. • Winter Service Plan- programme to minimise the impact of frost, ice or snow on strategic routes 	<ul style="list-style-type: none"> • Plan updated • Progress the objectives in Road Safe Plan • Carry out end of year review of plan review of • Number of Road Safety Together Committee meetings held • Number of schemes delivered • Winter Services Plan delivered
2.3.6	<ul style="list-style-type: none"> • Work with the appointment consultants to deliver the Regional Electric Vehicle Infrastructure Strategy • Expand electric charging points in the county 	Implementation plan delivered Number of charging points installed
2.3.7	Continue to provide a Broadband Officer as point of contact for service providers, government departments and the general public	Implementation of actions outlined in 'Roscommon Digital Strategy 2022-2026'
2.3.7	Assist with the rollout of the National Broadband Plan	Broadband Connection Points (BCPs) (community hubs) set up throughout the county to provide the public with access to high speed broadband

Economic, Planning and Physical Development Directorate		
Roads and Transportation, Active Travel and National Roads Regional Office		
Corporate Plan Reference	Actions for Delivery	Performance Measure
2.3.7	Continue to support private providers in the roll out of high speed broadband in commercially viable areas	Continue to seek funding, in collaboration with BCPs, under anticipated new Department of Rural and Community Development (DRCD) funding streams in 2025
2.3.8	<ul style="list-style-type: none"> • Management of existing burial grounds and all related functions • Progress burial ground capital projects • Implement Cemetery Bye-Laws 	<ul style="list-style-type: none"> • Number of burial grounds being maintained • Number of capital projects delivered • Bye-Laws implemented
3.1.1	Preparation of relevant policies and programmes for Plenary Meetings and Municipal District meetings	Number of meetings held
3.1.2	Facilitate, organise and provide support to the Roads, Planning and Emergency Services Strategic Policy Committee	<ul style="list-style-type: none"> • Work programme for the Roads, Planning and Emergency Services Strategic Policy Committee agreed • Four meetings held in year • Support and training provided to Members as required
3.1.3	<ul style="list-style-type: none"> • Implementation of Unit Operational Plan (UOP) • UOP meetings held • Prepare Individual Performance Plans (IPP) • Enhance skills, competencies and knowledge of staff 	<ul style="list-style-type: none"> • Meeting held and records of same • Monitor IPPs • Training provided and Procedural Manuals maintained
3.1.4	Introduce more effective methods of working and incorporate IT solutions where appropriate	No of change projects delivered
3.2.1	Ensure that customer service is delivered with respect, courtesy, equality and inclusiveness	Customer focused delivery of services
3.2.2	Work with ICT to identify and develop digital transformation initiatives	Implementation of digital transformation initiatives
3.2.4	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

Economic, Planning and Physical Development Directorate		
Roads and Transportation, Active Travel and National Roads Regional Office		
Corporate Plan Reference	Actions for Delivery	Performance Measure
3.2.5	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
3.3.1	<ul style="list-style-type: none"> • Enhance skills, competencies and knowledge of staff • Updated job profiles • Provide specialist training as needs are identified • Annual Roads funded training programme 	<ul style="list-style-type: none"> • % of training provided Procedural manuals maintained in line with Audit of Procedures – Internal Audit • Training needs identified • Deliver on annual training programme
3.3.2	Quarterly Health and Safety reports Health and safety issues on the Agenda for all Business Unit meetings Health and Safety File Management System Tool Box talks	Quarterly Reports in place Number of Business Unit meetings held All health and safety documentation stored on the File Management System Number of Tool Box talks
3.3.5	Tenders for the provision of goods and services to be carried out in accordance with the Council's Procurement Plan and Procurement Procedures Comply with audit requirements Monitoring budgets	Compliance with procurement procedures and regulations and relevant legislation
3.3.6	Collation of data and completion of Annual Returns in respect of Performance Indicators	Baseline for service provision 2025 Performance Indicators: R1, R2, R3, and R4
3.4.1	Participate in and complete the cyber training and awareness modules provided by ICT	Training completed
3.4.2	Work with ICT to identify and develop digital transformation initiatives	Implementation of digital transformation initiatives

Housing, Community, Culture and Integration Directorate		
Housing		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.2.1	Minimise the number of vacant stock Manage average cost of refurbishment (re-letting) works to ensure VFM, compliance with standards and procurement requirements Maintain local authority housing stock (routine and planned management programmes, insurance, etc.) Encourage the formation of residents' associations Support and enable tenants through provision of orientation training, Tenant Handbook and Tenant Liaison Officer initiatives Maintain public spaces in Council owned estates and Traveller-specific housing estates Respond (as landlord) to reports of anti-social behaviour Capture Applications in a timely manner Carryout annual housing needs assessment Add additional social housing units to local authority stock	NOAC indicator value H2 NOAC indicator value H3B NOAC indicator value H4 Evaluate pilot condition survey to facilitate planned maintenance measures No. associations formed No. actions initiated % receiving new tenant training Distribute new Tenant Handbook Inspection records No. instances/outcomes % of valid applications processed within 12 weeks Comply with deadline requirements Housing for All targets

Housing, Community, Culture and Integration Directorate		
Housing		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.2.1	<p>Reduce the average time between tenancies (from date of vacancy to date of new tenancy)</p> <p>Promote the RAS scheme as appropriate (HAP is the default scheme)</p> <p>Promote Housing Assistance Payment scheme (HAP)</p> <p>Progress the Capital Housing Programme (Housing for All 2022-2026 pipeline)</p> <p>Progress acquisitions and Buy and Renew Scheme</p> <p>Progress leasing agreements including Repair and Lease Scheme and MTR Scheme applications</p> <p>Progress the Traveller Accommodation Programme</p> <p>Assist Housing Associations (AHBs) in progressing their schemes</p>	<p>NOAC indicator value H3A</p> <p>No. of tenants versus Housing for All targets</p> <p>HAP scheme operating at agreed Department levels (Housing for All targets)</p> <p>Capital Project 59 week programme versus Housing for All targets</p> <p>Utilise AHBs to strategically acquire social housing units (acquisition programme for LAs has been severely curtailed)</p> <p>Number of lease agreements versus Housing for All targets</p> <p>MTR applications processed</p> <p>Apply for annual funding</p> <p>Funded elements of programme complete</p> <p>Number of LTACC meetings held</p> <p>Provide Covid-19 self-isolation units when required</p> <p>No. of schemes identified</p> <p>No. of schemes supported</p> <p>Facilitate AHB Forum</p>
1.2.1	<p>Administer Housing Adaptation Grant Schemes</p> <p>Implement Tenant Purchase and Home Loan Schemes</p> <p>Carry out property inspections in accordance with the annual inspection plan</p> <p>Manage Homelessness Service in accordance with adopted Regional Action Plan and Housing First</p>	<p>% of allocation expended</p> <p>% of monthly expenditure recouped</p> <p>% payments made within two weeks</p> <p>No. of valid TP applications processed</p> <p>No. valid loan applications processed</p> <p>No. and type of inspections</p> <p>No. properties inspected (NOAC H5)</p> <p>Maintain indicator value</p> <p>Revised Plan in place</p> <p>NOAC indicator value H6</p> <p>Housing First proposal and targets</p> <p>Provide Covid-19 self-isolation units when required</p>

Housing, Community, Culture and Integration Directorate		
Housing		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.2.6	<p>Facilitate independent or assisted independent living for people with a disability (including HSE de-congregation programme)</p> <p>Facilitate social inclusion programmes for refugees and migrants</p> <p>Participate in a cross-functional team to deliver the Age-Friendly Action Plan</p>	<p>Disability meetings</p> <p>Annual targets (minimum 17% un-adopted PWD plan)</p> <p>Allocations of identified groups</p> <p>Actions delivered</p>
2.3.1	<p>Identify, acquire, and refurbish vacant/derelict homes for use as Housing</p> <p>Promote and process grants such as Croí Cónaithe Fund to help property owners renovate vacant homes for residential use</p> <p>Carry out derelict sites inspections, engage with owners and add to the derelict sites register if the remain derelict</p> <p>Prioritise brownfield development over greenfield expansion, ensuring new housing schemes are well-integrated with public transport and amenities</p>	<p>Number of vacant/derelict properties refurbished and reoccupied</p> <p>Number of grants approved and drawn down</p> <p>Number of investigations and number on derelict sites register</p> <p>Number of infill site identified, purchased and developed</p>
2.3.2	<p>Provide a routine maintenance service in accordance with the Tenant Handbook</p> <p>Provide pro-active maintenance service subject to funding using +Adddjust</p> <p>Reduce (sell) non-viable, vacant and derelict housing stock in areas with no reliable demand</p>	<p>NOAC H4 housing maintenance direct costs</p> <p>NOAC H4 housing maintenance direct costs</p> <p>Indicator value exceeded H2</p>
3.3.2	Carry out all operations in accordance with the 2005 SHWW Act and the 2006 Construction Regulations	<p>Record of instances</p> <p>Risk Management Document</p> <p>Quarterly management reports</p>

Housing, Community, Culture and Integration Directorate		
Housing		
Corporate Plan Reference	Actions for Delivery	Performance Measure
3.3.4	<p>Improve energy efficiency of local authority housing stock</p> <p>Address impact of new housing construction projects on environment</p>	<p>Avail of available funding and systematically up-grade poorest performing housing units (BER)</p> <p>% of new developments where AA/EIS Screening were carried out and findings incorporated into the scheme (Part VIII)</p> <p>% private developments complying with Part V requirements</p>
3.3.5	<p>Comply with procurement requirements</p> <p>Public Spending Code Audit</p>	<p>% projects complying with procurement rules</p> <p>Comply with audit requirements</p>
3.3.6	NOAC annual return	Submit NOAC indicators in accordance with NOAC requirements

Housing, Community, Culture and Integration Directorate		
Community & Integration		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.2.2	Raise awareness of the specific needs of Refugees (Beneficiaries of Temporary Protection/International Protection Applicants/Programme Refugees/Those with Status) in terms of effective access to services. Work in collaboration with our community to advocate for culturally appropriate service provision for this cohort.	Hold Community Integration Forum meetings x 6 annually. Carry out initiatives as identified by the MIS steering group to support integration. Facilitate clinics for LAIT cohorts to identify barriers that prevent equal access to services. Provide training opportunities in relation to cultural awareness and anti racism.
1.2.4	Actively participate on relevant committees and networks to ensure that the voices of Beneficiaries of Temporary Protection, International Protection Applicants, Programme Refugees and Those with Status are heard and considered in decision making.	Attend relevant meetings. Hold Clinics with LAIT cohort. Offer a Home initiative delivered. Work in collaboration with SICAP, FRCs and the Community & Voluntary Sector to address barriers to inclusion.
1.2.8	Develop process for monitoring and reviewing the community elements of the LECP. Implementation of Community Grant Schemes. Evaluate LCDC led schemes in line with the LECP. Implementation of the New Leader Programme.	Present report to the LCDC bi - annually on progress of implementation of the LECP. Promote and distribute information on community grant schemes as it becomes available. Projects/Schemes funded in line with the LECP. Deliver Administration Checks on both Projects and animation of the programme over the course of the programme in line with the Operating Rules of the programme.
1.2.9	Create public awareness and promote increased participation in the development of local authority led plans and initiatives. Foster consultation, collaboration and continuous improvement in all our engagement with our customers, communities and stakeholders. Report NOAC Indicators Annually	Strategic Plans/Annual Work Plans agreed and delivered Number of engagements by the Council with PPN. Number of organisations signed up to PPN as part of Social Inclusion College. NOAC Y2 – Groups Registered with the PPN

Housing, Community, Culture and Integration Directorate		
Community & Integration		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.2.10	Create public awareness and promote public participation, Formation of the LCSP Committee, Election of LCSP Committee Chairperson, Delivery of public and closed LCSP committee meetings, Carry out consultation on Roscommon LCSP Safety plan.	Number of Community, Stakeholder and Agency engagements. LCSP Committee formulated. Number of meetings held. Consultation process carried out for Roscommon LCSP.
1.2.11	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. Deliver Roscommon's Age Friendly Strategy. Deliver the Healthy Roscommon Strategy. Review Migrant Integration Strategy (MIS).	Implementation of the actions within Roscommon's Age Friendly Action Plan over the life of the plan. Support the work of the Age Friendly Council. Support the work of the Age Friendly Ambassador. Support the work of the Age Friendly Alliance. Support the work of the Age Friendly Interdepartmental committee. Support National Age Friendly initiatives. Implementation of the actions within the Healthy Roscommon Strategy over the life of the strategy. Carry out initiatives as identified in the strategy in conjunction with Roscommon LCDC. Hold, at a minimum, 2 Health and well being sub-committee of the LCDC meetings annually. Promote and support Healthy Ireland funding streams. Review carried out on the current MIS and presented to the associated stakeholders
1.2.12	Support the SICAP Sub-committee of Roscommon LCDC to monitor and report on the SICAP programme.	Manage mid year and end of year reviews. Manage finances and returns associated with the SICAP programme

Housing, Community, Culture and Integration Directorate		
Community & Integration		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.2.13	Deliver Roscommon's Age Friendly Strategy	<p>Implementation of the actions within Roscommon's Age Friendly Action Plan over the life of the plan.</p> <p>Support the work of the Age Friendly Council.</p> <p>Support the work of the Age Friendly Ambassador.</p> <p>Support the work of the Age Friendly Alliance.</p> <p>Support the work of the Age Friendly Interdepartmental committee.</p> <p>Support National Age Friendly initiatives</p>
2.1.8	<p>In collaboration with our partners, Roscommon Sports Partnership, endeavour to deliver the Roscommon Sports Development Plan as per the guidelines from the department.</p> <p>Liaise with, support and promote Sports Development Officers: FAI, GAA, LGFA, Rugby</p>	<p>Complete the consultation phase of Roscommon Sports Plan in collaboration with Roscommon Sports Partnership.</p> <p>Review and issue revised SLAs with all our sporting partners. Underpinning the overarching goals in our strategies and plans.</p> <p>Initiate a new SLA for Roscommon Camogie, previously not supported.</p>

Housing, Community, Culture and Integration Directorate		
Arts & Culture		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.2.3	Deliver Roscommon's Public Art Programme as part of County Roscommon Arts Strategy 2023- 2028.	Delivery of Per Cent for Art and Public Art Commissions in collaboration with relevant departments and communities.
1.2.5	<p>Deliver County Roscommon Arts Plan 2023- 2028</p> <p>Deliver Creative Ireland Culture & Creativity Strategy 2023 - 2027</p> <p>Develop, deliver and support a vibrant year- round programme of cultural events & activities.</p> <p>Provide and deliver a range of supports to artists and creatives that enable them to create, develop and present work</p>	<p>Delivery of annual Arts Office Programme</p> <p>Delivery of annual Creative Ireland Programme</p> <p>Deliver a year round programme in Roscommon Arts Centre, King House, Outdoors and with the network of libraries.</p> <p>Co-ordinate a programme of public events including World Circus Day, Bealtaine Festival, Cruinniú na nÓg, Culture Night, Christmas Events.</p> <p>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.</p> <p>Working with local and national partners, provide a range of supports to artists and creatives at all stages of their careers via funding, access to resources, mentoring, residency, commissioning, co-producing and presentation opportunities.</p>
2.2.5	With funding from Enterprise Ireland under the Regional Enterprise Development Fund, work with lead partner Leitrim County Council to support and sustain creative enterprises in the film and design sectors in Roscommon.	Deliver a programme of training to a growing network of creative practitioners. Investment in film and design fabrication equipment which is available to creative enterprises. Two Creative Heartlands Project Development Managers engaged.

Housing, Community, Culture and Integration Directorate		
Arts & Culture		
Corporate Plan Reference	Actions for Delivery	Performance Measure
2.3.3	<p>Maintenance, preservation and development of existing cultural venues Roscommon Arts Centre, King House, Douglas Hyde, An Ríoga Gallery and Outdoor Public Performance Spaces.</p> <p>Apply for funding for new arts infrastructure including Department of Arts Artist Workspaces Scheme.</p>	Manage and resource the Council's cultural facilities to ensure ongoing maintenance and management of the centres, in preparation for events and the summer seasons

Housing, Community, Culture and Integration Directorate		
Library Services		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.1.1	Participate in the Roscommon County Council Climate Action Team and progress actions relevant to the Library Service	Actions implemented as monitored by the Climate Action Team
1.1.2	Support the implementation of the County Development Plan and related Local Area Plans and progression actions as relevant to Library Service	Relevant actions implemented
1.1.5	County Development Plan and Local Areas plans are as part of the development of Library Development Plan	Library Development plan delivered
1.1.10	Work with the Climate Action Team to deliver relevant events and programmes and services through library service points	Repair café, Climate themed events.
1.1.11	Explore opportunities to hold biodiversity and heritage events in libraries	Event attendance
1.1.13	Work with the Heritage Officer to investigate opportunities for the library service to deliver actions under the All-Ireland Pollinator Plan.	Actions identified and progressed
1.1.18	Follow procurement requirements.	Procurement requirements are followed
1.2.2	<p>Promotion of Sense-Ability Service including collections, Cubbie, Sensory Pod, Magic Table and new sensory garden in Castlerea</p> <p>Investigate opportunities to create sensory spaces in other locations</p> <p>Complete review of library opening hours in line with user requirements</p> <p>Work with relevant Council departments around the delivery and promotion of services</p> <p>Complete accessibility works at the County Library</p>	<p>Usage statistics</p> <p>Sensory spaces available</p> <p>Review complete and new opening hours implemented</p> <p>Collaboration. Promotion of library services</p> <p>Accessibility works completed</p>

Housing, Community, Culture and Integration Directorate		
Library Services		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.2.3	Ensure Library Capital Projects follow the requirements of the Per Cent for Arts Scheme	Requirements followed
1.2.4	<p>Promote and demonstrate literacy supports and Multilingual resources to improve awareness and use.</p> <p>Develop, deliver and promote library services for socially excluded, disadvantaged and marginalised groups.</p> <p>Work with International Protection/ Integration teams to support socially excluded, disadvantaged and marginalised groups through library service points</p> <p>Progress the establishment of a Prison Library Service in Castlerea in line with national review of services.</p>	<p>Usage statistics</p> <p>Actions identified and implemented.</p> <p>Promotion of library services to relevant groups and communities</p> <p>Prison Library Service SLA agreed in line with national guidance</p>
1.2.5	<p>Manage the provision of Library Services</p> <p>Use marketing tools to promote the wide range of library services</p> <p>Deliver a 5 year library development plan</p> <p>Participation on the Culture Team and delivery of Creative Ireland events</p>	<p>NOAC L1A</p> <p>NOAC L1 B</p> <p>NOAC L1 C</p> <p>Development plan published</p> <p>Creative Ireland events programme in place</p>
1.2.6	<p>Deliver library services through fixed branch library locations and through the mobile library service.</p> <p>Preparation for the procurement of a new mobile library vehicle</p>	<p>Mobile Library Service locations review.</p> <p>Drafting of tender documents</p>
1.2.8	Support the operation and function of the Local Community Development Committee (LCDC) and implement actions as relevant to the Library Service	relevant actions implemented
1.2.9	Support the operation and function of the PPN and implement actions as relevant to the Library Service	relevant actions implemented

Housing, Community, Culture and Integration Directorate		
Library Services		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.2.11	<p>Continue Healthy Ireland at Your Library service in line with national requirements</p> <p>Actively participate in Age Friendly initiatives including Bealtaine.</p> <p>Collaboration with other sections and with Roscommon Sports Partnership to deliver relevant programmes and services subject to funding.</p>	<p>Engagement with Healthy Ireland at Your Library Programme.</p> <p>Programme of events.</p> <p>Age Friendly Library Charters in place for all libraries.</p> <p>Usage statistics for Library of Things - e.g. stencils, activator poles, balance bikes.</p>
1.2.12	Support the delivery of SICAP and implement actions as relevant to the library service	relevant actions implemented
1.2.13	<p>Actively participate in Age Friendly initiatives including Bealtaine.</p> <p>Promote Age Friendly Library Services</p>	<p>Programme of events.</p> <p>Age Friendly Library Charters in place.</p>
2.2.1	<p>Work with the Regeneration Unit Roscommon County Council to progress the development of the new Boyle Community Library</p> <p>Support the delivery of Town and Village Renewal, Festivals and events as relevant to the Library Service</p>	Actions carried out in line with Regeneration Team and RRDF requirements
2.3.2	<p>Engage with suitable funding applications for the maintenance and development of Library Services.</p> <p>Promote, monitor and review the delivery of the My Open Library Service in Ballaghaderreen Library</p>	<p>Funding secured</p> <p>Usage statistics</p>
3.1.1	Effective communication of updates relating to service provision	<p>SPC Meeting attendance</p> <p>Quarterly Management Reports</p>
3.1.3	<p>Engage with national training opportunities for library staff through the LGMA, the Library Association of Ireland and other providers.</p> <p>Support staff to attend relevant CPD</p>	Training attended

Housing, Community, Culture and Integration Directorate		
Library Services		
Corporate Plan Reference	Actions for Delivery	Performance Measure
3.1.4	Encourage staff to participate in local and national working groups and committees. Update Library Intranet page to make information on library services more accessible to staff.	Staff participation Intranet page updated
3.2.1	Incorporate IT solutions where appropriate to improve efficiency and accessibility to library services. Continue to develop and promote eLibrary services Promote digital local studies platforms Maintain upgraded footfall and occupancy control systems	Digitalisation of processes actioned eLibrary usage Usage of digital local studies platforms Usage statistics included in opening hours review
3.2.3	Public consultation on Library Development Plan	Delivery of Library Development Plan
3.2.4	Support Library staff in conjunction with Health and Safety to deal with campaign of intimidation. Addressing customer service concerns Participation in Customer Service Action Plan meetings	Safe working environment Customer Charter
3.2.5	Ensure Health and Safety procedures are followed and actions are resolved in a timely fashion	Monthly/Quarterly reports
3.2.6	Explore opportunities to deliver Irish language events in libraries. Continue to support Ciorcail Cómhra groups at libraries.	Number of events Number of Irish language groups
3.3.1	Delivery of Integrated Performance Management Systems	IPPs carried out. IPMs held.

Housing, Community, Culture and Integration Directorate		
Library Services		
Corporate Plan Reference	Actions for Delivery	Performance Measure
3.3.2	Ensure Health and Safety procedures are followed and actions are resolved in a timely fashion Comply with all requirements of the Safety Health and Welfare at Work Act and regulations	Monthly/Quarterly reports
3.3.3	Engage with and support library staff to facilitate this measure	Delivery through meetings, health and wellbeing initiatives and IPM
3.3.5	Follow procurement requirements.	% projects complying with procurement rules. Compliance with audit requirements.
3.3.6	Follow NOAC requirements Utilise NOAC figures in planning of services	NOAC submissions/audits
3.4.1	Support staff to complete all relevant training and follow relevant procedures.	Training complete
3.4.2	Promote Library eServices Promote Library online events portal Expansion of Digital Literacy classes in libraries	eLibrary loans events attendance number of classes
3.4.3	Incorporate IT solutions where appropriate to improve efficiency and accessibility to library services.	Relevant processes digitalised
3.5.1	Comply with corporate governance requirements	Compliance with requirements
3.5.2	Comply with requirements	Compliance with requirements
3.5.4	Quarterly reports	Quarterly reports submitted

Climate Action, Environment, Resources and People Directorate		
Environment and Climate		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.1.1	<p>Engage with the Climate Action Team. Progress Climate Action Plan actions. Support applications from local communities for Sustainable Energy Community status and preparation of energy master plans.</p> <p>Facilitate decarbonisation of Roscommon Town (nominated decarbonisation zone) Support SPC Climate Action Sub-Committee Engage with CARO</p>	<p>Nr annual meetings</p> <p>Per monitoring requirements in the plan</p> <p>Nr of applications supported</p> <p>Carbon reduction policies procedures and projects implemented</p> <p>Nr meetings/recommendations implemented</p> <p>Meetings attended</p>
1.1.8	<p>Enforce environmental legislation relating to litter control, waste management and natural water, air and noise protection.</p> <p>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.</p>	<p>Implement RMCEI inspection programme</p> <p>Report on NOAC Service Indicators</p> <p>Nr Notices issued</p> <p>Nr of enforcement actions</p> <p>Nr legal prosecutions</p> <p>Compliance with EPA landfill monitoring requirements</p> <p>Nr waste collection surveys</p> <p>Nr Green Schools participating</p> <p>Nr information sessions for community groups and tidy towns</p> <p>Nr Community Environment Action Fund grants supported</p> <p>Anti litter survey completed yearly</p> <p>Nr anti litter anti graffiti grants processed</p>
1.1.10	<p>Avail of opportunities to secure funding for training and upskilling under the Just Transition fund.</p> <p>Support community groups (SECs) avail of government funding (SEAI).</p> <p>Facilitate applications for Community Climate Activation funding.</p>	<p>Nr of Initiatives supported</p> <p>Nr groups facilitated</p> <p>Nr successful funding applications</p>

Climate Action, Environment, Resources and People Directorate		
Environment and Climate		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.1.13	Engage with communities on climate change and climate action. Conduct education and awareness programmes via schools and community groups.	Nr of engagement events Nr of engagement events
1.1.15	Deliver the Multi Annual Rural Water Programme and monitor water quality (Environmental and Public Health Compliance).	Progression of works in line with agreed priority projects and as approved for funding support set out in the Multi Annual Rural Water Programme Nr GWS/Source Protection and other grants processed Administration of Operational & Maintenance subsidies to Active GWSS Nr Private Well grants processed Nr Lead Remediation grants processed
1.1.16	Reduce waste and support the Circular Economy. Minimise pollution through promotion of recovery, reduction and recycling of waste.	Waste recycled per capita WERLA, Repack, WEEE Ireland performance reports Bring bank performance Nr certificates of registration for waste and sludge issued Nr WFP permits issued % NWCPO audits completed Nr WCP inspections Annual Waste Survey Nr Anti-dumping initiatives delivered NTFSO collaboration Nr C&D handling inspections RMCEI inspections completed Update and enforce the Noise Action Plan Nr air pollution licences processed Nr air pollution complaints investigated Nr Burn Notices processed Nr temp advert signs processed

Climate Action, Environment, Resources and People Directorate		
Environment and Climate		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.1.17	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.	Nr samples for LAPRO-led investigations Nr LAWPRO-led community initiatives supported Nr NIP/DWWTS/ST inspections & grants processed (DWWTS/HSCOA/PAA) Nr farm inspections Nr discharge licence inspections/applications processed Nr tree felling licences processed Nr planning inspections Nr hydrometric stations maintained/upgraded Nr Lab samples analysed/income generated Nr tests accredited in lab
1.1.17	Facilitate audits as required Facilitate LAWPRO-led community initiatives	New accreditation business areas Requested meetings facilitated
2.1.1	Implement and enforce the Casual Trading Act and Casual Trading Bye Laws.	Nr licences issued Enforcement cases pursued (FPNs issued)
2.1.4	Avail of opportunities to secure funding for training and upskilling under the Just Transition fund	Nr of Initiatives supported
2.3.2	Deliver the Multi Annual Rural Water Programme – Measures 1 to 8-Group Water Schemes Capital Projects to upgrade and enhance existing Schemes	Progression of works in line with agreed priority projects and as approved for funding support set out in the Multi Annual Rural Water Programme.

Climate Action, Environment, Resources and People Directorate		
Environment and Climate		
Corporate Plan Reference	Actions for Delivery	Performance Measure
2.3.10	Promote a Circular Economy by developing fit for purpose civic amenity recycling centres. Manage and regulate historical and active landfill sites.	Volume/weights recycled per capita Upgraded facilities provided Compliance with EPA monitoring and management requirements Nr waste facility permits renewed/issued % levies collected (where applicable)
3.1.1	Support our elected members in their representational role to ensure effective policy making.	Administer SPC Meetings Provide presentations and reports on policy and legislation in a timely manner
3.1.2	Administer SPC Meetings	Meetings held, reports and presentations given
3.1.3	Develop efficient, effective and highly motivated staff through competency and knowledge development, career opportunities and the implementation of the Integrated Performance Management System.	Prepare ASDP and Unit Operational Plans based on Corporate Plan priorities Hold IPM/IPP meetings Provide job-related training
3.1.4	Create a culture of continuous learning and development.	Support staff, assign responsibility and provide training (training provided)
3.2.2	Implement identified ICT solutions	Nr digital services provided to public (incl improved access to information) Nr queries address (media/political/FoI/AIE requests)
3.2.4	Record and address all complaints in accordance with complaints policy.	Nr complaints against RCC Nr complaints referred to Ombudsman Compliance with GDPR Compliance with RCC Customer Complaints and Workplace Violence and Aggression Policies Adherence to Dignity at Work Policy

Climate Action, Environment, Resources and People Directorate		
Environment and Climate		
Corporate Plan Reference	Actions for Delivery	Performance Measure
3.2.5	Promote and support the Safety, Health and Welfare of all our employees through the implementation of an organisation-wide Safety Management System.	Safe systems of work implemented Use of lone-working policy and alarms Adherence to Work-place Violence and Aggression Policy Record of incidents Completion of Quarterly Management Reports Quarterly inspections completed Garda vetting as required (per Child Safeguarding Policy) Compliance with Unit Risk Assessments
3.2.6	Provide information in Irish and ensure signs comply with the Irish Language Act	Nr compliant RCC documents and signs
3.3.1	Create a culture of continuous learning and development.	Support staff, assign responsibility and provide training (training provided)
3.3.2	Promote and support the Safety, Health and Welfare of all our employees through the implementation of an organisation-wide Safety Management System.	Safe systems of work implemented Use of lone-working policy and alarms Adherence to Work-place Violence and Aggression Policy Record of incidents Completion of Quarterly Management Reports Quarterly inspections completed Garda vetting as required (per Child Safeguarding Policy) Compliance with Unit Risk Assessments
3.3.4	Carry out all operations in accordance with the 2005 SHWW Act and the 2006 Construction Regulations	Record of incidents Risk Management Document Quarterly management reports Quarterly inspections
3.3.5	Comply with procurement requirements and legislation.	% projects complying with procurement rules. Compliance with audit requirements.
3.3.6	Submit NOAC indicators in accordance with NOAC requirements.	NOAC returns completed

Climate Action, Environment, Resources and People Directorate		
Environment and Climate		
Corporate Plan Reference	Actions for Delivery	Performance Measure
3.5.1	Update Ethics Register	Return of annual declarations
	Comply with GDPR legislation and Corporate policy	Level of compliance
	Respond to FOI/AIE requests for information	Provide appropriate information in the prescribed time-frame
		Garda vetting of staff
	Comply with Child Safeguarding Policy and Procedures	Training of staff
		Compliance with Unit risk assessment
3.5.3	Continual implementation of the Ethics Register and Code of Conduct Policies.	Return annual declarations

Climate Action, Environment, Resources and People Directorate		
Information Systems		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.2.2	<p>Review current forms published on www.roscommoncoco.ie analyse service use, develop an online version including payment connectors where appropriate</p> <p>Continue to develop online community grant forms where appropriate.</p>	<p>Number of online services provided</p> <p>Number of community grant forms developed</p>
3.1.1	Provide a suite of digital services to elected members	Number of services provided
3.1.4	Enable project creation in MS Teams & SharePoint platforms to leverage the benefits of collaboration.	Measure the number of documents which are collaboratively shared on our platform.
3.3.5	<p>Streamline internal processes by developing a range of internal online services accessible through 'My Online Workspace'</p> <p>Expand council's use of existing licenses associated with the councils GIS platform powered ESRI ArcGIS Enterprise software.</p> <p>Streamline internal processes by developing a range of internal online services accessible through 'My Online Workspace'</p>	<p>Number of internal online services delivered</p> <p>Delivery of web-based solutions to enable various section to edit and update spatial data, removing reliance on out-of-support MapInfo licenses</p>
3.4.1	Design and implement enhanced detection and response IT security systems.	Procure supplier and test solution
3.4.2	Develop and promote a range of online services and make them available through 'My Online Service'	Number of online services delivered
3.4.3	Create intelligent dashboards for business decision makers to easily make timely informed decisions.	Count the intelligent dashboard usage by user.
3.5.1	Migrate to Window 11 operating system for our desktop devices.	Track the completion rate of OS migration.

Climate Action, Environment, Resources and People Directorate		
Information Systems		
Corporate Plan Reference	Actions for Delivery	Performance Measure
3.5.4	<p>Facilitation of Live Webcasting of Plenary Council Meetings.</p> <p>Implement technology and ICT supports for hybrid working solution.</p> <p>Design and implement a Recovery Solution for key services</p> <p>Develop governance structure for the use of Microsoft Teams as a collaboration tool</p>	<p>Live Webcasting of full Council Meetings</p> <p>Examine long-term remote working solutions</p> <p>Procure supplier and test solution</p> <p>Roll out new design structure.</p>

Climate Action, Environment, Resources and People Directorate		
Corporate Services		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.1.1	Attend quarterly Climate Action Team meetings. Place climate change on agenda for all section meetings.	Implement relevant actions in LACAP.
1.1.18	Comply with procurement policy.	Complete procurement in line with policy.
2.1.1	Promote the attractiveness of the county and its businesses through all communication mediums.	No. of digital support services available. No. of customer service requests dealt with by Customer Services.
2.2.4	Promote the attractiveness of the county, its businesses and quality of life through management of social media accounts	No. of digital support services available. No. of customer service requests dealt with by Customer Services.
3.1.1	Facilitate, organise and provide support to meetings of the Council and committees, supporting the democratic role of elected members. Share information with the Elected Representative.	Number of Council and Committee meetings. Ensure regulatory compliance including publication of councillor expenses, ethics and donations returns. Provision of support and training to Elected Members.
3.1.2	Manage the franchise process and Register of Electors to support referenda and elections. Electoral Change Network Project.	Comply with statutory deadlines and publish Register of Electors. Number of electors registered by category (Dáil, Local, Presidential EU, Non EU). Number of postal and special voters by category (Diplomats, Occupation, Defence Forces, Prisoner, Anonymous, Nursing Home, Gardaí, Disabled). Number of applications processed. % of dates of birth, PPSN and Eircodes captured. Number of registration initiatives held. Progress on Electoral Change Network Project.

Climate Action, Environment, Resources and People Directorate		
Corporate Services		
Corporate Plan Reference	Actions for Delivery	Performance Measure
3.1.3	Implement the Integrated Performance Management System, manage and evaluate individual performance through Individual Performance Plans (IPP).	Continuous monitoring of performance of Unit Operational Plan through Integrated Performance Management system and Individual Performance Plans.
3.1.4	<p>Implement initiatives to improve the operation of Corporate Services incorporating digital solutions.</p> <p>Provide awareness training of strategic objectives of the council to enable staff to deliver on targets, update procedures, monitor and meet internal targets relating to team and individual performance.</p> <p>Facilitate staff training, learning, mentoring and coaching.</p>	<p>No. of digital solutions adopted.</p> <p>No. of awareness training sessions and participation rate.</p> <p>Staff development measured through training hours, skill improvement, and employee satisfaction.</p>
3.2.1	<p>Deliver customer service with respect, courtesy, equality, and inclusiveness.</p> <p>Foster a fair, supportive, and healthy working environment.</p>	Customer focused delivery of services and delivery of training and programmes to support a culture of dignity, respect and equality.
3.2.2	Review and management of the Council's social media accounts and website, facilitate additional digital opportunities to enhance customer experience, collaborate with ICT to upgrade website	NOAC C3: LA website and social media usage, implementation of new initiatives and delivery of updated website.

Climate Action, Environment, Resources and People Directorate		
Corporate Services		
Corporate Plan Reference	Actions for Delivery	Performance Measure
3.2.3	<p>Facilitate civic receptions and events.</p> <p>Develop & implement a policy on acceptable customer behaviour.</p> <p>Strengthen communications on behalf of the organisation.</p> <p>Upgrade to website.</p> <p>Manage online consultation portal.</p>	<p>No. of receptions and events held.</p> <p>Implementation of policy.</p> <p>Implementation of communications strategy and action plan.</p> <p>Implement redesigned website.</p> <p>Per capita total page views of websites.</p> <p>Per capita total number of followers of social media accounts.</p> <p>Cumulative total page views of all Council websites.</p> <p>Number of social media users following the Council on any social media sites.</p> <p>Number of social media accounts operated by the Council.</p> <p>Number of online consultations.</p>
3.2.4	<p>Delivery of Customer Care in line with policies focused on customers and people of county Roscommon, record and address all complaints in accordance with complaints policy.</p> <p>Ensure customer's privacy is respected and protected.</p>	<p>Customer Service delivered in a timely and courteous manner in line with Customer Charter, measure number and type of complaints received and outcomes, record number of complaints.</p>
3.2.5	<p>Comply with all requirements of the Safety, Health and Welfare at Work Act 2005 and associated Regulations.</p>	<p>Compliance with Health and Safety legislation and policies, procedures monitored on an ongoing basis in accordance with Safety Management System.</p> <p>Monitoring accident and incident rate.</p>
3.2.6	<p>Compliance with the Official Languages (Amendment) Act 2021.</p>	<p>Irish language compliance reports with targets of 20% of any advertising in the Irish language and 5% of expenditure on advertising in the Irish language through Irish language media.</p>

Climate Action, Environment, Resources and People Directorate		
Corporate Services		
Corporate Plan Reference	Actions for Delivery	Performance Measure
3.3.1	Enhance skills, competencies and knowledge of staff	No of training days provided, training records
3.3.3	Encourage and support staff to participate in health and wellbeing initiatives under the wellbeing programme.	Number of participants in wellbeing programmes and events.
3.3.5	Comply with procurement guidelines.	Monitor budgets on monthly basis and comply with audit requirements.
3.3.6	NOAC annual returns.	Submit NOAC Performance Indicator Returns.
3.4.2	Collaborate with ICT to design digital services that meet the needs of the public and communities.	Updates to website, digital communications and services.
3.4.3	Collaborate with ICT to identify and develop digital transformation initiatives.	Implementation of digital transformation program.
3.5.4	Facilitate Live Webcasting of Plenary Council Meetings.	Live Webcasting of Plenary Council Meetings.
	Publish Minutes of Council meetings.	Publication of minutes of all Council meetings including Municipal Districts.

Climate Action, Environment, Resources and People Directorate		
Human Resources		
Corporate Plan Reference	Actions for Delivery	Performance Measure
3.1.3	<p>Develop and promote coaching programmes to support career growth and leadership development.</p> <p>Expand the Learning & Development Programme, offering tailored training on leadership, digital skills and regulatory updates.</p> <p>Deliver awareness programme to ensure managers and staff understand and engage with the Integrated Performance Management System effectively.</p> <p>Deliver actions identified in the Strategic Workforce Plan 2024-2029</p>	<p>Programme implemented</p> <p>Programme Developed</p> <p>Programme Developed</p> <p>Progress Reporting available</p>
3.1.4	<p>Enable and empower a motivated and committed workforce to provide quality services for all citizens and customers.</p> <p>Develop and implement a Staff Engagement Strategy, including regular employee feedback mechanisms such as surveys and town hall type briefings.</p> <p>Establish recognition and reward programmes to celebrate staff achievements and contributions.</p> <p>Enhance the RosComms staff communication portal and intranet to provide regular updates on HR initiatives, policies and upcoming events.</p> <p>Implement a “You Said, We Did” initiative to demonstrate how staff feedback leads to tangible changes.</p> <p>Foster collaborative relationships with union representatives through structured engagement forums and proactive issue resolution.</p> <p>Provide line managers with training on conflict resolution and employment legislation to ensure fair and transparent employee relations</p>	<p>Customer focused delivery of services</p> <p>Strategy developed</p> <p>Delivery of Programme</p> <p>% staff accessing App</p> <p>Initiative implemented</p> <p>No. of meetings held.</p> <p>Training delivered</p>

Climate Action, Environment, Resources and People Directorate		
Human Resources		
Corporate Plan Reference	Actions for Delivery	Performance Measure
3.1.4	<p>Wellbeing committee to develop a Staff Well-being Strategy.</p> <p>Wellbeing committee to develop a programme of annual well-being initiatives</p> <p>Develop the Local Authority People Strategy for the Management of Human Resources.</p> <p>Continue to implement the Integrated Performance Management System</p> <p>Manage and evaluate individual performance through the Individual Performance Plan (IPP) process</p>	<p>Wellbeing Strategy developed.</p> <p>Annual Programme in place</p> <p>Strategy Developed</p> <p>Completion of Annual Service Delivery Plan, Unit operational Plan & Individual Performance Plans</p> <p>Mid-year Reviews and End of year evaluations</p>
3.2.4	<p>Delivery of customer care in line with policies focused on the needs of our customers and citizens</p> <p>Create a fair, supportive and healthy working environment</p> <p>Regularly review and update HR policies to ensure alignment with best practices in workplace respect, inclusion, and dignity</p> <p>Develop Digital Transformation initiatives</p> <p>Delivery of customer care in line with policies focused on the needs of our customers and citizens</p>	<p>Customer service delivered in a timely and courteous manner</p> <p>Delivery of programmes to support a culture of dignity, respect and equality</p> <p>Policies and Procedures reviewed, updated and implemented</p> <p>Implementation of digital transformation initiatives</p> <p>Customer service delivered in a timely and courteous manner</p>

Climate Action, Environment, Resources and People Directorate		
Human Resources		
Corporate Plan Reference	Actions for Delivery	Performance Measure
3.3.1	<p>Deliver actions identified in the Strategic workforce Plan 2024-2029.</p> <p>Streamline and digitalize the recruitment process to enhance efficiency and candidate experience.</p> <p>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. 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</p>	<p>Progress report available</p> <p>Delivery of online recruitment system</p> <p>Performance Indicator C1 –</p> <p>Total number of whole-time equivalent employees</p> <p>Implementation of staff redeployment/ reassignment</p>
3.3.3	<p>Develop and implement a Comprehensive Workplace Wellbeing Programme, including initiatives focused on mental health, physical fitness, and stress management.</p> <p>Continue to Provide Employee Assistance Programmes (EAPs) offering confidential counseling and support services</p> <p>Continued implementation of Attendance Management Policy, Protocols and Sick Leave Arrangements</p> <p>Comply with all requirements of the Safety, Health and Welfare at Work Act 2005 & regulations thereunder</p>	<p>Programme developed</p> <p>EAP provided.</p> <p>Performance Indicator C2 – percentage of working days lost through sickness absence</p> <p>Compliance with Health and Safety legislation and policies</p>

Finance, Governance, Enterprise, Energy, Assets and Emergency Services Directorate		
Finance		
Corporate Plan Reference	Actions for Delivery	Performance Measure
3.1.3	<p>Foster leadership, creativity, innovation and a performance culture at all levels within the organisation</p> <p>Instil a culture of change within the organisation through partnership, positive support and encouragement among the staff</p>	<p>Individual Performance Plans to include clear role definition and identify tasks and targets to assist in achieving cultural change in the organisation</p> <p>Monitor and meet internal targets in relation to team and individual performance</p>
3.1.4	Instil a culture of change within the organisation through positive support and encouragement of staff	Monitor and meet internal targets in relation to team and individual performance
3.2.2	Advance the use of e-finance in transactions in relation to the Councils creditor and debtor systems, consistent with Government policy	<p>Compliance with relevant legislation, Prompt Payments etc</p> <p>Encourage the use of the new E- invoicing system</p>
3.2.4	<p>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</p> <p>Ensure regular and timely payment of all non-pay suppliers</p>	<p>Staff training provided to carry out roles and processes continuously reviewed</p> <p>Percentage of compliant Purchase Orders and Prompt Payment Compliance</p>
3.3.2	<p>H&S is on agenda for all staff meetings</p> <p>Staff are aware and familiar with all safety policy documents</p> <p>Implement remote working (blended working) strategies as advised by Government.</p>	<p>Quarterly Safety reports</p> <p>Compliance with H&S Policy</p> <p>Monitor ongoing Blended Working strategies</p>
3.3.5	Develop and implement strategies to achieve effective procurement that delivers value for money	<p>Corporate Procurement Plan 2024 -2029 has been implemented & new Corporate Procurement Plan 2024 - 2027 in place</p> <p>Produce Procurement Reports for Management Team and report on percentage of national framework used.</p> <p>Mini competitions held</p>
3.3.6	Submit all NOAC returns on time	Compliance with required deadlines and monitor NOAC KPI return

Finance, Governance, Enterprise, Energy, Assets and Emergency Services Directorate		
Finance		
Corporate Plan Reference	Actions for Delivery	Performance Measure
3.3.7	Ensure regular monitoring of budgets, follow up on exceptions and timely reporting in all relevant areas	Balanced revenue budget
3.5.1	<p>Maintain a financial accounting framework that is consistent with public sector objectives and accounting code of practice</p> <p>Adopt a coordinated approach to ensure financial control is implemented consistently and effectively across the whole organisation</p>	<p>NOAC M1: Revenue account balance</p> <p>Local Government Audit and Internal Audit facilitated</p>

Finance, Governance, Enterprise, Energy, Assets and Emergency Services Directorate		
Enterprise Development		
Corporate Plan Reference	Actions for Delivery	Performance Measure
2.1.1	Engage with Enterprise Ireland and IDA to promote Roscommon as a business location . Promote the sales of Roscommon County Council industrial sites to suitable businesses. Develop and maintain a database of vacant commercial premises.	No. of Meetings. No. of sites sold. Completion of database.
2.1.2	Deliver funding for business through M1 grants. Provide targeted training to support businesses. Deliver mentoring programmes to support businesses. Increase the profile of Roscommon Business by assisting them display at the National Ploughing Championships and Showcase. Provide Market Explorer Grant for Micro-Exporters funding to help business start their export journey. Provide a First Stop Shop for Business Enquiries. Facilitate access to alternative funding sources for business. Provide a Progression Pathway for high potential start-ups to Enterprise Ireland.	Number of M1 applications. Number of grants approved. Projected jobs created related to grant awards. Average cost per job. Number of jobs in LEO supported businesses. No of people trained. No of businesses supported. No of businesses supported. No of businesses supported. No of Enquiries dealt with. No of Microfinance applications. No. of clients transferred.
2.1.3	Work with Regional Skills Fora to develop new programmes. Promote Digital for Business Deliver a Student Enterprise Programme in partnership with Second level schools Promotion of Female Entrepreneurship through the provision of targeted gender specific programmes.	No of meetings/programmes delivered No of Applications No of schools and students participating No of clients supported

Finance, Governance, Enterprise, Energy, Assets and Emergency Services Directorate		
Enterprise Development		
Corporate Plan Reference	Actions for Delivery	Performance Measure
2.1.4	<p>Promote Business efficiency through programmes such as LEAN , GREEN for Business, Energy Efficiency grants and Digital Start. Grow Digital Voucher</p> <p>Identify and deliver sectoral specific supports</p> <p>Deliver Export supports including specific mentoring.</p> <p>Promote Innovation through award of Feasibility Study grants, RD&I Funding</p>	<p>Number of Businesses on LEAN programme</p> <p>Number of businesses embracing GREEN</p> <p>Number of Digital Applications</p> <p>No of Supports delivered</p> <p>No. of Businesses Supported</p> <p>No. of Feasibility Grant Applications</p> <p>No. of RD& I Application</p>

Finance, Governance, Enterprise, Energy, Assets & Emergency Services Directorate		
Fire Services, Emergency Management, Building Control and Civil Defence		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.1.19	Enhance Civil Defence by actively encouraging and increasing voluntary participation to bolster their efforts in supporting emergency services and conducting community support activities.	Civil Defence
1.1.20	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.	P1: New Buildings Inspected (New Buildings Inspected as % of New Buildings Notified)
1.1.21	<p>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.</p> <p>Roscommon County Council will examine the recommendations of the policy document Keeping Communities Safe (2013) & Fire Safety in Ireland - Task Force Report (2019), Bringing Back Homes as published by the Department of Environment, Community & Local Government.</p>	<p>F1: Cost per Capita of the Fire Service</p> <p>F2: Service Mobilisation</p> <p>F3: Percentage Attendance Times at Scenes</p>

Finance, Governance, Enterprise, Energy, Assets and Emergency Services Directorate		
Governance		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.1.8	Provide a dedicated Dog Control Service.	Dog Control service managed in accordance with legislation and policies. Number of dog licences issued.
3.1.3	Implement the Integrated Performance Management System, manage and evaluate individual performance through Individual Performance Plans (IPP).	Continuous monitoring of performance of Unit Operational Plan through Integrated Performance Management system and Individual Performance Plans.
3.2.5	Comply with all requirements of the Safety, Health and Welfare at Work Act 2005 and associated Regulations.	Compliance with Health and Safety legislation and policies, procedures monitored on an ongoing basis in accordance with Safety Management System.
3.3.5	Comply with procurement guidelines.	Monitor budgets on monthly basis and comply with audit requirements.
3.3.6	NOAC annual returns.	Submit NOAC Performance Indicator Returns.
3.4.3	Collaborate with ICT to identify and develop digital transformation initiatives.	Implementation of digital transformation program.

Finance, Governance, Enterprise, Energy, Assets and Emergency Services Directorate		
Governance		
Corporate Plan Reference	Actions for Delivery	Performance Measure
3.5.1	<p>Prepare reports and work programmes in line with corporate governance requirements.</p> <p>Discharge responsibilities under the Ethics Register including staff returns.</p> <p>Comply with Data Protection legislative provisions.</p> <p>Implement actions in the Council's General Data Protection Regulation (GDPR) Implementation Plan.</p> <p>Comply with Freedom of Information (FOI) requests, Access to Information on the Environment (AIE) requests and Office of the Ombudsman complaints/ queries.</p> <p>Ensure appropriate insurance is in place to mitigate the risks to the organisation.</p> <p>Review risk register and comply with risk management policy.</p>	<p>Manage and deliver Corporate Plan, Annual Service Delivery Plan, Unit Operational Plan, Annual Budget and Capital Programmes, Quarterly and Monthly Management Reports, Annual Report, Annual Financial Statement and NOAC Performance Indicators.</p> <p>No. of ethics returns completed and ethics registers in place.</p> <p>No. of GDPR actions implemented.</p> <p>No. of FOI requests, AIE requests and Office of the Ombudsman complaints/ queries processed.</p> <p>Provide for insurances and manage claims.</p> <p>Monitor risks and update risk register.</p>
3.5.2	Prepare report and work programmes to comply with Local Government Code of Governance 2024.	Implementation of recommendations from Code of Corporate Governance for Local Authorities.
3.5.3	Promotes organisational governance and a coherent approach to development and change through supporting and co-ordinating corporate business planning, risk management and business continuity, performance measurement and monitoring, and good data governance and data analytics while strengthening accountability for the stewardship of resources.	Meet all statutory and operational standards and demonstrate compliance with governance codes and legislation.

Finance, Governance, Enterprise, Energy, Assets and Emergency Services Directorate		
Assets and Energy Management including Facilities Management and Public Lighting		
Corporate Plan Reference	Actions for Delivery	Performance Measure
1.1.1	Ensure all buildings constructed or purchased by Roscommon County Council have a clear pathway Net Zero Carbon. Targeted upgrade the Council's existing stock of buildings to bring them towards Net Zero Carbon.	Improve building-related energy efficiency in line with our target of 50% improvement in energy efficiency by 2030. Reduce building-related thermal greenhouse gas emissions in line with our target of 51% reduction in thermal related greenhouse gas emissions by 2030.
1.1.13	<p>Accurately record all organisational energy usage to an internal database.</p> <p>Accurately report all organisational energy usage for 2024 to the Sustainable Energy Authority of Ireland (SEAI) via the M&R Portal.</p> <p>Prepare an Energy Policy to ensure energy management best practice can be embedded into organisational practice.</p> <p>Begin implementing ISO50001 system for energy management.</p>	<p>Continuously update Energy Elephant database.</p> <p>Achieve all SEAI M&R deadlines for 2025.</p> <p>Adopt Energy Policy.</p> <p>Gap analysis and clear pathway to ISO 50001 accreditation.</p>
2.3.4	<p>Maintenance / Replacement functions of public lighting systems.</p> <p>Identify deficiencies in the existing public lighting network.</p> <p>DeadSure Public Lighting Applications.</p> <p>Updating of UMR Database with upgrade works and re-Grouping of GMPRNs.</p> <p>Co-ordinate PLEEP LED Replacement Project with RMO/Mayo County Council.</p> <p>Carry out Upgrades to School Warning Lights based on annual surveys and monitoring.</p>	<p>Maintain public lighting active fault rate of less than 2% of total stock.</p> <p>Ongoing update of Deadsure systems database.</p> <p>Continuous maintenance and update of UMR database.</p> <p>Percentage LED retrofits achieved in 2024.</p> <p>Ongoing upgrades of School Warning Lights operational components.</p>

Finance, Governance, Enterprise, Energy, Assets and Emergency Services Directorate		
Assets and Energy Management including Facilities Management and Public Lighting		
Corporate Plan Reference	Actions for Delivery	Performance Measure
2.3.11	<p>Liaise with Planning Section in relation to Taking in Charge of Housing Estates</p> <p>Ensure all public lighting infrastructure in unfinished estates is brought into line with the ESB Networks National Code of Practice for the Customer Interface.</p> <p>Ensure all public lighting infrastructure in unfinished estates uses best available technology for energy efficiency</p>	<p>Act on memorandums from planning after resolutions have been passed at Council Plenary Meetings</p> <p>Ensure no works, other than routine maintenance, are required on public lighting infrastructure in estates taken in charge in 2025.</p>
3.3.4	<p>Maintenance of sustainable thermal heating systems (e.g. biomass burners)</p> <p>Engagement with the national OP@W campaign (e.g. on building temperatures, data collection, etc.)</p> <p>Liaise with SEAI and other partners on the obligations of public bodies with regard to building management</p> <p>Engage with Midlands Energy Agency and with SEAI Pathfinder Programme</p> <p>De-carbonisation of Roscommon County Council fleet as resources and availability of suitable alternatives allow</p> <p>Advise OGP of Removal/Additions to RCC Framework</p>	<p>Improve building-related energy efficiency in line with our target of 50% improvement in energy efficiency by 2030.</p> <p>Reduce building-related thermal greenhouse gas emissions in line with our target of 51% reduction in thermal related greenhouse gas emissions by 2030.</p> <p>No. Retrofit Projects commenced in 2024</p> <p>Number of green vehicles leased / purchased by December, 2024</p> <p>Maintain accurate database with OGP of RCC framework</p>
3.3.5	<p>Update and maintain Asset Registers of Land / Buildings and other Assets of Roscommon County Council.</p> <p>Digitise asset database.</p> <p>Liaise with appropriate units in relation to the acquisition, disposal leasing or letting of land and property.</p>	<p>Maintain Asset Register and populate in a timely manner.</p> <p>Implement comprehensive, user-friendly digital database for all assets, buildings, leases, easements, etc.</p> <p>Carry out cross-check with Fixed Asset Register.</p> <p>Number of acquisitions and disposals in 2025.</p> <p>Database of Leases.</p>

Finance, Governance, Enterprise, Energy, Assets and Emergency Services Directorate		
Health & Safety		
Corporate Plan Reference	Actions for Delivery	Performance Measure
3.3.2	Deliver all actions and tasks in H&S Unit Annual Delivery Plan, maintaining the highest standards of health and safety, ensuring compliance with all relevant legislation and regulations, and fostering a safe and healthy environment for all employees and the public	Number of Incidents, Number of Safety Inspections Completed and Number of Policies & RASSWP's developed and revised
	Digitalise, develop and monitor compliance with Safety Management System (SMS)	Number of Manual Handling Courses Delivered
	Delivery and development of training	Number of Safety Inductions Completed
	Contractor and construction work control management	Number of Inspections
	Management of fire safety for all units	Number of DSE Assessments completed, Number of Occupational Vaccinations organised and Number of Lone Working & Fire Drills completed
	Management of welfare to include first aid, ergonomics & AES's, Lone Working	