ROS COM MON

Comhairle Contae
Ros Comáin
Roscommon
County Council

ANNUAL SERVICE DELIVERY PLAN 2017

Adopted at a Plenary Meeting of Roscommon County Council
on 19th December 2016

Corporate Vision

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

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Foreword

Roscommon County Council's Corporate Plan 2015 – 2019 was adopted at the January 2015 meeting of the Council. In the context of new governance arrangements under the Local Government Reform Act 2014 Reform Act, a key purpose of the Corporate Plan is to provide a framework within which Annual Service Delivery Plans are formulated. The Annual Service Delivery Plan translates the objectives of the Corporate Plan into more detailed supporting strategies and strategies for service delivery which link with annual departmental activities.

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

The Annual Service Delivery Plan 2017 identifies the services to be provided and the standards to which they are to be delivered, monitored and evaluated so as to ensure that objectives for the optimum delivery of services is achieved. This plan provides a methodology whereby Roscommon County Council can gauge and be gauged on its year-on-year performance. In addition the Annual Service Delivery Plan takes account of national and regional policies and plans and of existing adopted policies of Roscommon County Council including

- Corporate Plan 2015-2019
- The County Development Plan 2014-2020
- Local Economic and Community Plan 2016-2021
- Budget 2017 as adopted
- Service Level Agreement with Irish Water

The Annual Service Delivery Plan 2017 will deliver the aims of the Corporate Plan and will form the basis of the Unit Operational Plans, which will be further translated into each staff member's Individual Performance Plan. Particular aspects of the Plan will be delivered through the 2017 Schedules of Municipal District Works developed by each Municipal District.

The plan is consistent with the adopted Budget for 2017 and is also linked to the performance management and development system (PMDS), and relevant performance indicators, developed by the National Oversight and Audit Commission (NOAC). It also takes account of, in particular, the Service Level Agreement with Irish Water.

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

Statement of Principal Services

The delivery of Roscommon County Council's corporate policies and strategies are achieved through the partnership of the elected members and staff.   Under the Local Government Reform Act 2014 new structures were established and the responsibility for the delivery of the range of services is by means of the various Service Units and three Municipal Districts and two Water Districts.

The following statement sets out the principle services across the Directorates

- Governance and Corporate Affairs (includes Environmental Services, Water Services, Assets & Energy Management, Libraries, Swimming Pools and Special Projects)
- Planning and Enterprise (includes Community & Enterprise, LEO, Arts, Heritage, Conservation and Tourism)
- Finance and Housing and Information and Communications Technology
- Roads and Transportation and Safety, Human Resources and Fire and Emergency

Governance and Corporate Affairs - includes Environmental Services, Water Services, Assets & Energy Management, Libraries, Swimming Pools and Special Projects

Water Services
Water Services Unit may be divided into three parts - those that are provided to Irish Water under the terms of a Service Level Agreement (SLA), the Rural Water Programme (consisting of Subsidies/Upgrades to the Group Water Scheme Sector and Well Grants provided directly to members of the public) and the operation of public conveniences.
From 1st January 2014 the water and wastewater functions were transferred to Irish Water from City and County Councils and the Department of Environment, Community and Local Government. Roscommon County Council now acts as Agents of Irish Water to deliver water and wastewater services under a Service Level Agreement (SLA). The Agreement was signed in December 2013 for a period of 12 years.

Environment
The Environment Services Unit covers a wide range of functions. The principal areas include Pollution Control and Water Quality Management, Waste Management and Enforcement, Landfill Management, Litter Management, Environmental Awareness and Civic Amenity Site and Bring Bank Management. The Environment Unit continues to engage with local community groups to assist in maintaining and improving the image of the towns and villages in the County. Roscommon County Council continues to discharge its functions under the Water Pollution Act 1977 (as amended) in relation to the issuing and monitoring of licences of discharge to waters and the investigation of pollution incidences.

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

The Accreditation for a new shared laboratory service was pursued in 2016. The laboratory service will aim to provide an efficient and cost effective service in the area of drinking water, discharge and water quality monitoring for Roscommon and other local authorities and Irish Water. The accreditation assessment inspection has taken place and it is expected that accreditation will be granted by the Irish National Accreditation Board (INAB) before the end of 2016.

Corporate Affairs

The Corporate Services Unit delivers a number of services which will continue to be provided during the life of the service delivery plan. The functions include Support Services to Council Management; Organising and Servicing meetings of the Council and its sub-committees; Register of Electors; Insurances; Safety, Health and Welfare at Work; Facilities Management; Veterinary Functions; Dog Control Service; Civic Receptions; Customer Services; Customer Complaints; Freedom of Information.

Library Services

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

Roads and Transportation and Safety, Human Resources and Fire and Emergency

Roads Transportation and Safety

Roscommon County Council is responsible for the maintenance and improvement of the regional and local road network in the county. Transport Infrastructure Ireland, TII, allocates funding to Roscommon County Council to operate, maintain and improve the National Primary and Secondary road network in the county. Grants are supplemented by the local authority from the Council's own resources.

Human Resources

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

Fire Service and Emergency Management and Civil Defence

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 by fire brigade units based in the towns of Ballaghaderreen, Boyle, Castlerea, Elphin, Roscommon and Strokestown. Roscommon Fire Service is active in promoting community fire safety throughout the year. Fire Service personnel facilitate school and group visits to local Fire Stations and requests from voluntary groups to provide Fire Safety talks are also accommodated. The Civil Defence Strategy Statement 2014 – 2017 developed by Roscommon County Council identifies the various programmes and activities of the Civil Defence Services Unit and volunteers in support of communities and organisations.

Finance and Housing and Information and Communications Technology

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 Audit Committee.

Housing and Building

Roscommon County Council carries out a range of housing functions and its "Corporate Plan" commits to meeting the accommodation needs of those who are unable to do so from their own resources where possible. Social housing supports are provided by the allocation of Council owned units and through the facilitation of tenancies via the Rental Accommodation Scheme, Housing Assistance Payment, Long Term Leasing and by implementation of the Traveller Accommodation Programme 2014-2018. Housing Stock is increased by way of return of voids/derelicts, acquisitions, turnkey developments unfinished estates and construction projects depending on available finances and housing need. Other functions include maintenance/improvement/energy upgrade works to local authority housing units, homelessness, housing grants, inspections of private rented dwellings, administration of Tenant Purchase and Choice Based Letting schemes.

Information and Communications Technology

The Information and Communications Technology (ICT) Business Unit supports Roscommon County Council through the provision and maintenance of ICT systems and services infrastructure enabling the Council to carry out its daily duties and meet its objectives.

Information and Communication Technology is vital in enabling the Council's various departments and partner organisations in delivering cost-effective services to the public.

The ability of the Council to provide these services relies heavily on a stable, reliable and accessible ICT infrastructure which is flexible enough to accommodate new changes in service delivery.

ICT Business Unit also manages the security and integrity of all the Council's electronic data and holds the information in compliance with best practice security standards.

Through an ICT strategy the ICT Business Unit commits to implementing modern integrated ICT systems, providing digital services to citizens, and promoting data sharing, enabling the Council to deliver efficient integrated services for the future.

Planning and Enterprise - includes Community & Enterprise, LEO, Arts, Heritage, Conservation and Tourism

Planning and Building Control

This operational unit covers the functions of the Planning Unit under the Planning and Development Acts 1963 – 2015, as well as Roscommon County Council's function as Building Control Authority under the Building Control Acts 1990 to 2014. The main activity areas are:

- Development Management: This is the Council's regulatory role in relation to its planning function. Key areas of work include the planning application process, declarations on exempt development, protected structure declarations, and certificates under Part V.
- Planning Enforcement: The initiation of enforcement action against persons undertaking unauthorised development, and where necessary in relation to unfinished housing developments.
- Forward Planning: The policy role of the Council's planning function. It includes the making and adoption of Plans as well as other ancillary works (where resources permit), such as the production of design guidance.
- Building Control: The role of Roscommon County Council as Building Control Authority to monitor compliance with the Building Regulations.

Community and Enterprise Social Inclusion

The Community and Enterprise Unit provides support for the County Roscommon Local Community Development Committee (LCDC) and also leads Roscommon County Council's involvement with, and encouragement of, community initiatives, the arts, cultural and heritage facilities, the Irish language, and tourism and enterprise development throughout the County.

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

Enterprise Development

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

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

Each Directorate has prepared an Annual Services Delivery Plan 2017 for the Service Units within the Directorate. The Plans are set out under Corporate Objectives and Supporting Strategies, Strategy for Service Delivery and Performance Measurement for service delivery in accordance with NOAC Performance Indicators, EPA Standards, Irish Water Key Performance Indicators and Corporate and Department standards.

WATER SERVICES		
Leading the Economic Development of County Roscommon Including Infrastructural Development		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
CUSTOMER Provide high quality public water and wastewater in conjunction with I.W. under the SLA Agreement. Providing services that are valued by customers. Provide excellent service to customers using optimum delivery models.	Interruptions to Water Supply Planned/Unplanned Alternative Water Supply Water Quality Notification/Response Asset Flooding Non-Domestic installations and complaints Workflow Work Orders/Repairs/Enquiries/log notes	• Level of response, resolution and reports achieved by Roscommon County Council in accordance with the CER Customer Handbook (as agreed IW ASP 2017). • Irish Water measurement. KPI No's: 1-9 inclusive (Total 15) as agreed IW ASP 2017.
Improving the Quality of Life and Well Being for All in County Roscommon		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
INTERNAL PROCESS/COMPLIANCE Protect, enhance and improve the quality of the natural environment by a pro active approach to managing water, air, noise and environmental issues. Adherence to all reporting requirements and meeting regulatory requirements as set out by the relevant statutory and regulatory bodies.eg. C.E.R. and E.P.A.	Leakage Management Drinking Water Supply operational and statutory obligations. Wastewater Provision operational and statutory obligations. Capital – Major and Minor Projects. Process Optimisation for performance improvement DBO Management	• Leakage reduction achieved through operational maintenance and capex intervention. • Level of sampling/analysis in accordance with statutory obligations and compliance. • Deliver Capital major and minor operational and maintenance programmes. • Irish Water Measurement K.P.I. No's: 10-15 inclusive. Total (28) No AC WI % of UFW. NO AC W2.

Building a Modern and Innovative Organisation through Continuous Improvement		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
FINANCIAL	Cost of service on frameworks.	• Level of procurement through Irish Water framework and systems. • Procurement Discipline • Management of budget and reporting in accordance with Managing Costs Protocol. • Irish Water Measurement K.P.I. No's: 16-20 inclusive (Total 10).
1. GOVERNANCE: Adopt a Framework that commits to the promotion of good governance.	Financial Reporting and Operations Expenditure Control	
	Retrospective purchase requisitions and revenue collection	
2.FINANCIAL: Provide a cost effective service, within budgetary constraints.	Procurement of goods and services	

Building a Modern and Innovative Organisation through Continuous Improvement		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
LEARNING AND GROWTH	Health, Safety, Quality & Environment	• Incident Notifications and post incident reviews. • Level of corrective actions raised/closed within timeframe. • Progression and implementation of agreed Transformation Initiatives. • Data returns within timeframe. • IW Measurement K.P.I. No's: 21-23 inclusive (Total6).
1.LEADERSHIP Improve staff morale through capacity building and skills enhancement to ensure a highly motivated, engaged and innovative flexible workforce.	Transformation Plan 2014-2017	
	Data book – Record of activity per month.	
2.LEARNING & GROWTH: To continuously improve and drive transformation and change initiatives.		

Supporting Strategies for Service Delivery	Strategy for Delivery	Performance Measurement
RURAL WATER Facilitate the delivery of private water and wastewater facilities through community groups.	Environmental and Public Health Compliance – Water Quality	• Test results • Timely allocation of grants • Timely administration of subsidies to Active G.W.S. • Administer Well grants in accordance with the terms of the Scheme. • Raise awareness of the Lead remediation scheme • Installation of validated UV unit, filtration system and upgrade chlorine dosing system. • Source Protection. • Continue the programme of Network Upgrade. • Provision of Water Conservation. • Installation of Bulk Meters in 2017. • Fast tracking of schemes in 2017 to be taken in charge by Irish Water. • Upgrade of schemes including critical mains to bring schemes to standard to be agreed with Irish Water on takeover. • Promote the concept of a Community Organisation producing its own energy. • Funding dependent.
	Enhancement of Existing Schemes – Infrastructural and Efficiency of Operation	
	Rural Development – New Group Water Schemes	
	Transition of Schemes to Public Water & Wastewater Sector – Bid for inclusion in programme as a Demonstration Project	
	Research and Innovation – Bid for inclusion in programme as a Demonstration Project	
	Support the GWS Sector in conjunction with the National Federation of GWS to ensure that a safe, dependable and adequate water supply is provided to the rural community.	
	Review of the Expert Panel of the Rural Water Multi-Annual Programme 2016-2018	

ENVIRONMENT		
Improving the Quality of Life and Well Being for All in County Roscommon		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Protect and Enhance and improve the quality of the natural environment by a proactive approach to managing water, air, and noise environmental issues.	Enforcement Systems Develop RMCEI Plan 2017	• Complete RMCEI within timelines and in accordance with EPA Guidelines & Enforcement Areas.
	Designate roles of RMCEI and Environmental Complaints Co-ordinator	• Appointment of Environmental Coordinator.
	Deliver Section 63 notices/directions	• Number of Section 63 EPA Notices completed.
	Category - Waste Waste inspections completed	• Number of Inspections – V – Target.
	Litter Inspections per 5000 population	• Number of Inspections & Complaints • % of target of RMCEI.
	Manage EPA licence compliance	• Number of non compliances per Site/Licence.
	Complete audits as requested by NWCPO	• % of Target Set by NWCPO.
	Return waste data to EPA	• On time and responsiveness. • NOAC E1 +E3 +E4
Implement an integrated approach to waste management and build a culture of environmental awareness and compliance.	Category - Water WFD Investigation/ monitoring	• % Completed of Planning Inspections.
	Farm inspections & cross reporting	• No. inspections Cross Compliance – V – Target in RMCEI.
	Carry out DWWTS inspections in accordance with the National Inspection Plan	• % Inspections of NIP.
	Section 4 Discharge licence inspections	• % of Planning Inspections Completed.
	Respond to Groundwater & Hydrometric requests from EPA	• Level of Responsiveness.
	Category –Producer Responsibility initiatives & Food Waste WEEE inspections	• % Completed – v – RMCEI Target.
	Waste Tyre PRI inspections	• % Completed – v – RMCEI Target.

Improving the Quality of Life and Well Being for All in County Roscommon		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
	Food waste inspections	• % Completed – v – RMCEI Target
	PRI battery inspections	• % Completed – v – RMCEI Target.
	Category - Air Deco paints inspections	• % Completed – v – RMCEI Target.
	Solvent Regs inspections	• % Completed – v – RMCEI Target.
	Petroleum Vapour Inspections	• % Completed – v – RMCEI Target.
	Smoky Coal Inspections	• % Completed – v – RMCEI Target.
Protect the nature and built environment.	Planning File Inspections	• As Required 100% within Planning Regulatory Timeframe.
	Provide an accredited Laboratory System to our Customers Maintain accreditation	• Prepare for audits as required
	Brown Bin Education	• Participate in National Campaign NOAC E2.
	Pay by weight (or other national imitative) Public Education & Awareness Campaign	• Local campaign & initiatives NOAC E2.
	Internal Environmental Campaigns	• No. of initiatives in HQ and County Council Buildings.
Environmental Awareness and Compliance.	Support and promote Green Schools Programme	• % of schools in the Programme
	Waste minimisation & Prevention, including. Up Cycling Event, Green your Festival & Food Waste Prevention	• No. of Promotions & level of participants in various initiatives.
	LA 21 Environmental Partnership Funding	• No. of Projects & level of funding.
	Ant Litter Grant Initiatives	• No of initiatives & grant award.
	Support Community Groups & Tidy Towns by providing Guidance & Awareness	• Information session & participation levels.
	Participation in LAPN	• Funding obtained for projects and programmes & implemented.

Improving the Quality of Life and Well Being for All in County Roscommon		
Supporting Strategies for Service Delivery	**Supporting Strategies for Service Delivery**	**Supporting Strategies for Service Delivery**
	Promotion of good practice in commercial sector, e.g. green healthcare, wastes audits	• No. of Audits completed.
	Implement Connaught/Ulster Waste Management Plan & co-operation with CUWERLA.	• Deliver agreed initiatives and programmes under the Plan.

ASSETS AND ENERGY MANAGEMENT		
Build a Modern and Innovative Organisation Through Continuous Improvements		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
	Assets Management	
Encourage and facilitate the reduction of the Carbon Footprint in Co. Roscommon through the promotion of smarter travel, energy awareness & efficiency	Update/establish Asset Registers or Land/Buildings and other Assets of RCC	• Maintain Asset Register & populate in a timely manner.
	Energy Management	
	M & R 2016 Returns	• Complete by April, 2017
	Energy Awareness Strategy & Action Plan/Energy Team	• % of plan implemented • No. of Team meetings and Programme
	EMAP Training	• Training as required
	Implement Energy Action Plan	• % of plan Completed by December 2017
	Public Lighting	
	DeadSure Application	• Ongoing update
	UMR Database Analysis	• Maintenance and update of database as required
	Maintenance/Replacement Functions of public lighting systems.	• Programme Implementation by 2020. • % Achieved in 2017
	Climate Change	
	Contribute to Mitigation & Adaptation Plans in co-operation with other sections of RCC	• Plans completed in accordance with National Guidelines

CORPORATE SERVICES		
Building a Modern and Innovative Organisation Through Continuous Improvement		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Embed the newly enhanced Elected Members role through implementing the reform programme which encompasses and recognises their democratic mandate.	Facilitate, organise and provide support to meetings of the Council and all committees. Dissemination of Information	• Number of meetings held and agenda business concluded. • Minutes produced, follow-up actions implemented i.e. motions/questions/correspondence • Information disseminated
	Discharge responsibilities under the Ethics Register.	• Up to date Ethics Register in place
	Manage and maintain the Register of Electors.	• Live Register of Electors published in accordance with statutory obligations.
Adopt a framework that commits to the promotion of good governance.	Prepare Reports and Work Programmes in line with corporate governance requirements.	• Annual Service Delivery Plan adopted • Annual Report adopted.
	Respond to information requests, customer complaints in line with statutory requirements.	• Freedom of Information requests, Ombudsman complaints and Customer complaints addressed with the relevant timeframes
	Corporate Risk Register in place	• Review of the Risk Register as agreed in Policy
Develop effective communication systems and procedures.	Develop a Communications Strategy. Management of the Council's social media i.e. Facebook and Twitter	• Communications Strategy developed with the overall aim to ensure that there is clear, consistent and appropriate communication between the Council and relevant stakeholders, both within the organisation and externally. • NOAC C3: LA website and social media usage.
Foster a Culture of cross departmental co-operation.	Develop an Events Management Strategy	• Strategy/protocol in place

Building a Modern and Innovative Organisation Through Continuous Improvement		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Provide good quality, functional, safe, sustainable and accessible offices to meet the needs of the public and staff.	Manage the Council's Civic HQ and Council Offices.	• Civic HQ maintained to a high standard to promote a good image of the Council and ensure the delivery of a quality and courteous service to the public and staff
	Comply with all requirements of the Safety, Health and Welfare at Work Act 2005 and the Regulations made thereunder.	• Policies Reviewed & Distributed • Safety Management System Documentation Revised and Implemented • New Safety Representative Committee Established • Fire & Electrical Programme revised • Occupational Health & Welfare Programme Implemented • % Staff Trained
	Ensure adequate and comprehensive insurance is in place to meet the needs of the organisation	• Insurance in place
Provide excellent services to customers using optimum delivery models	Delivery of Customer Care in line with policies. Review Customer Charter	• Customer Service delivered in a timely and courteous manner • Customer Charter reviewed
Foster leadership, creativity, innovation and a performance culture at all levels within the organisation	Strengthen performance management with development of Integrated Performance Management. Co-ordination of Annual Return in respect of Performance Indicators	• Continuous monitoring of performance of Unit Operational Plan through Integrated Performance Management and Individual Performance Plans and target met • Performance Indicators Return to N.O.A.C. in accordance with guidelines.
Instil a culture of change within the organisation through partnership, positive support and encouragement to staff	Identify improvement and initiatives to improve the operation of Corporate Affairs. Produce Procedure Manuals	• Motivated workforce that is aware of the strategic policies of the Council and equipped to deliver on targets. • Procedure Manuals in place • Monitoring of targets set in Individual Performance Plans
Improve staff morale through capacity building and skills enhancement to ensure a highly motivated, engaged and innovative, flexible workforce	Enhance skills and competencies of staff.	• % of training carried out • Continuous monitoring of performance through Integrated Performance Management

Leading the Economic Development of County Roscommon		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Effective Planning and Regulatory Frameworks for sustainable growth and to encourage enterprise in a balanced and controlled manner	Management of Veterinary Service: • Temporary Veterinary Inspectors • Slaughterhouses, and Small Meat Manufacturing Plants • Comply with the Service Level Agreement (SLA)with the Food Safety Authority of Ireland, • Animal Identification and Movement System (A.I.M.S.) • Official Agency Premises and Inspections (OAPI) database - return data to the FSAI regarding establishments, inspections, and ante- and post-mortems examinations.	• Number of inspections and audits completed • Applications for a approval dealt with in a timely manner • SLA with the Food Safety Authority of Ireland (FSAI) adhered to. • All actions on A.I.M.S. submitted in a timely manner • All actions on OAPI submitted within the agreed timeframe • Renewal of Temporary Veterinary Inspectors Contracts
Improving the Quality of Life and Well Being For All in County Roscommon		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Protecting the Natural and Built Environment	Provide a dedicated Dog Control Service.	• Number of dog licences issued • Number of stray dogs seized • Number of stray dogs re-homed • Dog Pound Service in compliance with legislative requirements • Dog Breeding Establishments inspected. • Dog Control Service Contracts renewed
Protect the Natural and Built Environment	Manage Derelict Sites and Dangerous Structures	• Managed in accordance with policy and legislation

LIBRARY SERVICES		
Development of public libraries to promote community cohesion and well-being, Economic growth, cultural identity		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Management**
To address all Library service provision issues and objectives in light of current operational capacity	Library Development Plan Maintain and develop services to children	• Development Plan published • NOAC L2: Cost of operation. • Develop schools service as per the new national standard. • Deliver Summer Reading challenge/activity for children
To sustain the opening of branch network and service points as a priority under current staff policies	Maintain and develop frontline services with the optimal usage of existing resources	• Opening hours • NOAC L1: No. of library visits.
To control and monitor the financial and budgets allocations for 2017 and all related Agresso MS4 processes and reporting	Revenue & Capital Jobs Code monitoring	• Maintain within budget as allocated by RCC. • With reference to **Public Library Standards and Benchmarks(2015),** to progress the library budget to the recommended per capita stock expenditure of €3.77 annually
To ensure that the necessary Information Communication Technologies and online resources for operations are supported and developed	Optimise the use of ICT in managing and delivering a comprehensive library service	• Full implementation of the new LMS, Sierra. • Self service installation plan • Extension of WiFi in branch libraries
To continue where possible to support a range of events, activities, projects, initiatives and promotions to promote community development, cultural identity and economic growth.	Develop new, and continue to implement existing, outreach programmes, and also develop appropriate cultural, heritage and community services.	• Develop Business, Enterprise & Employment service with the creation of an events programme • Develop programme for Boyle as the designated location in Roscommon under the Age Friendly Strategy • Maintain close partnership with LEO, Art's Office, and Heritage Office. • Maintain programme of events i.e. for Heritage week, Culture night,Bealtaine

To address the necessary infrastructure, maintenance and vehicle service provisions	Remove Library storage in GRO and move to basement storage area. Review Boyle Library	• Removal of all library stock from old GRO offices to Library HQ with consequent development of new storage facility in basement of Library HQ. • Work on flooring and external walls at Boyle library to be examined and progressed
To support and continue the provision of Library Local Studies & Archive services	Maintain and develop existing LS and Archive service	• Quantify and document Local Studies & Archives queries • Expand existing archive with usage of new library storage in basement.
To monitor and address all issues in relation to Health & Safety and Child Protection and Safeguarding and all public access issues within the service.	Maintain and develop existing policies and procedures	• Assist in completion of Risk registers. • Completion of Quarterly H&S Monitoring inspections and reports. • Implement the national policy on Child protection relating to Libraries
To address issues in relation to acquisitions, stock management, storage and circulation of resources	Maintain and develop stock and resource management policies	• VFM expending of the Bookfund within National Procurement framework. • Develop Collection Development policy

ROADS AND TRANSPORTATION		
Leading the Economic Development of County Roscommon Including Infrastructural Development		
Supporting Strategy	**Delivery Strategy**	**Performance Measurement**
Infrastructural development		
Development of a sustainable transport network to cater for the future needs of county Roscommon.	Work to identify sources of funding for infrastructural development and to deliver infrastructural development projects/initiatives.	Funding sources identified. Progress schemes on National Routes.
	Promote an integrated approach to Road Safety in the county.	Adoption of Road Safety Plan 2016-2020. Reporting on targets in Road Safety Plan 2016-2020. Meeting of *Road Safety Together Committee*.
	Prepare Safety Management Plans and Traffic Management Plans.	Plans prepared at Municipal District level.
	Maintain existing road network	Draw up and implement Road Works Programme 2017.

Improving the Quality of Life and Well Being for All in County Roscommon.		
Supporting Strategy	**Delivery Strategy**	**Performance Measurement**
Protect Natural & Built Environment		
Protect the community and enhance resilience by ensuring safety policies and protection measures such as Catchment Flood Risk Assessment and Management (CFRAM) are developed and implemented.	Co-operate with the OPW in CFRAM studies. Apply to OPW for funding for Flood Relief Schemes. Carry out drainage maintenance on designated rivers.	No. of meetings attended. No. of schemes submitted to OPW. No. of OPW funded schemes completed. Arterial drainage programme 2017 completed.

Encourage and facilitate the reduction of the carbon footprint in county Roscommon, through the promotion of smarter travel.	Progress review of Speed Limit in County Roscommon.	Complete public consultation Review submissions. Submit to TII for approval. Issue report and draft bye-laws to SPC.
Supporting Cultural & Community Development		
Develop and improve amenities within the county.	Maintain existing amenities to an acceptable standard.	Organise playground inspection training for relevant staff. No. of playground inspections completed.
Combating Social Disadvantage & Isolation		
Support and promote the development of transport initiatives for rural areas by working in conjunction with transport providers to improve standards and travel times.	Liaise with transport providers.	Time taken for applications for bus stop licences and special licences to be processed.
To promote physical and social well being through supporting *Healthy Ireland* initiative.	Seek funding for improvement of playgrounds and recreational facilities.	Applications submitted for DCYA playground funding.

Building a Modern and Innovative Organisation through Continuous Improvement.		
Supporting Strategy	**Delivery Strategy**	**Performance Measurement**
Leadership		
Improve staff morale through capacity building and skills enhancement to ensure flexible workforce. Instil a culture of change.	Develop staff flexibility through defined job profiles and procedure manuals. Provide on- the-job training for staff. Provide specialist training as needs are identified. Develop job rotation. Develop and use new systems and procedures.	Job profiles defined and procedure manuals completed. Training needs assessment completed. Training requirements identified. Training provided. Retrospective cataloguing of 2015/2016 contracts on Procurement system.

Customers		
Use of ICT to enable staff and Elected members to deliver modern, efficient and effective services.	Establish email as the preferred option for communication with public representatives, local and public bodies and the general public.	Liaise with IT on complaints/reporting system. Encourage use of email for all meetings and communications.
Communication and Resources		
Provide resources to deliver on the leadership role of local government.	Provide an effective service within financial and staff constraints.	Update relevant online external services as required but at least monthly. Monitor budget in the unit and ensure timely claiming of funds on PRS system. Use of Roads calendar as Unit information portal
Engage in a proactive manner with the roll-out of Broadband Services to rural communities in county Roscommon	Appoint Broadband Officer	Preparation of Digital Strategy Plan for county Roscommon in line national Broadband Intervention Strategy.
Develop effective internal communication systems and procedures.	Update relevant online internal services.	
Governance		
Embed enhanced role of Elected Members	Ensure that relevant Reserved Functions performed at Municipal District level.	Progress Bye-Laws for taxi stands at train stations through MD. Progress TIC through MD.

HUMAN RESOURCES		
Corporate Objective: Building a Modern and Innovative Organisation Through continuous Improvement:		
Supporting Strategy	**Strategies for Delivery**	**Performance Measurement**
Foster leadership, creativity, innovation and a performance culture at all levels within the organisation	Implement Integrated Performance Management System (IPM)	Completion of Annual Service Delivery Plan, Unit Operational Plan and Individual Performance Plans
	Manage and evaluate individual performance through the individual performance plan process	End -year evaluations completed
	Continue to promote leadership development programmes	Number of staff participating in leadership programmes.
Instil a culture of change within the organisation through Partnership, positive support and encouragement amongst staff	Maintain a stable industrial relations environment. Continue implementation of the provisions of Public Service Agreements	Number of issues/disputes resolved satisfactorily. Successful implementation of ongoing organisational change
	Promote Workplace Partnership as a vehicle for facilitating organisational change and improving the quality of working life of employees.	Agreed initiatives/proposals implemented
	Review, update and implement HR Policies and Procedures as required.	Revised Policies and Procedures implemented

Number of issues processed through agreed procedures |
| | Support the employment of people with disabilities and comply with the statutory 3% employment target. Continue to facilitate job shadow day and supported employment initiatives | Statutory target achieved. Facilitation of supported employment initiatives |

Improve staff morale though capacity building and skills enhancement to ensure a highly motivated, engaged and innovation, flexible workforce	Ongoing review of Workforce Plan to determine the staffing structure necessary to sustain services and ensure that there are sufficient staffing levels to deliver Corporate objectives, manage skills development, knowledge transfer and business continuity	Performance Indicator C1 – total number of whole-time equivalent employees
	Redeployment of staff as required in accordance with Redeployment Scheme	Number of staff redeployed
	Continued implementation of Attendance Management Policy , Protocols & Sick Leave Scheme	Performance Indicator C2 – percentage of working days lost through sickness absence
	Manage staff attendance (including time keeping/flexi time/flexi leave/annual leave/business leave/atypical attendance patterns efficiently and effectively in accordance with organisational requirements	Time and Attendance managed in accordance with agreed policies and procedures
	Implement revised flexi time/flexi leave scheme	Revised flexi time/flexi leave scheme implemented
	Ensure that customer service is delivered with respect, courtesy, equality and inclusiveness	Customer service delivered in accordance with organisational policies and procedures
	Provide a comprehensive, relevant and equitable Training Programme subject to budgetary provisions	Training Programme delivered
Use of ICT to enable staff and Elected members to deliver modern, efficient and effective services	Implement new business protocols and systems to improve efficiencies	Superannuation Shared Service project completed. Health and Safety Management System & Core PMDS system implemented.

	Continue to manage Core System including Payroll function, Superannuation, Personnel, Time and Attendance and Training	Delivery of Core services in accordance with prescribed timeframes
Provide capacity and resources to deliver on the new leadership role of local government under the reform programme and embed new structures as outlined therein	Facilitate the delivery of the Council's strategic vision	Provision of adequate staffing resources and skill sets through workforce planning
Corporate Objective: Leading the Economic Development of County Roscommon		
Developing and Promoting Enterprise and Job Creation	Continue to participate in Labour Activation Measures	Number of labour activation measures introduced and facilitated

FIRE AND CIVIL PROTECTION		
Leading the Economic Development of County Roscommon		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Developing and Promoting Enterprise and Job Creation. · Positive Promotion of the County · Infrastructural Development	Roscommon County Council will provide professional public safety advice to promote community and enterprise resilience to prevent, cope and protect against natural disaster and fire emergencies.	• F1: Cost per Capita of the Fire Service • F2: Service Mobilisation • F3: Percentage Attendance Times at Scenes
Improving the Quality of Life and Well Being for All in County Roscommon		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Protecting the Natural and Built Environment. · Supporting Cultural and Community Development · Combating Social Disadvantage and Isolation	Roscommon County Council will continue to provide Fire Service and Civil Defence resources who play a critical part in protecting our heritage and in supporting the planning and management of public events with an effective and efficient emergency response that is always available.	
Building a Modern and Innovative Organisation Through Continuous Improvement		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
· Leadership · Customers · Communication and Resources · Governance	Roscommon County Council will examine the recommendations of the policy document *Keeping Communities Safe (2013)* as published by the National Directorate for Fire & Emergency Management of the Department of Environment, Community & Local Government.	

FINANCE		
Build a Modern and Innovative Organisation Through Continuous Improvement		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Develop and implement a financial system for financial capacity and organisational performance and efficiency. Management of financial resources budgetary control.	Maintain a financial accounting and management framework that is consistent with public sector objectives and accounting code of practice.	• NOAC MI: Revenue account balance.
	Adopt a coordinated approach to ensure financial control is implemented consistently and effectively across the whole organisation.	• Local Government Audit and Internal Audit facilitated.
	Provide financial management and control systems that are up to date and have the necessary functional capacity.	• Required management information provided. • Carrying out admin and support functions promptly. • Compliance with required deadlines. • Staff training provided to carry out roles and processes continuously reviewed.
	Develop and implement strategies to achieve effective procurement that delivers value for money.	• Adopt Corporate Procurement Plan when due. • Produce Procurement Reports for Management Team as required and report on percentage of national frameworks used. • Procurement briefing for staff. • Mini competitions held.
	Ensure regular monitoring of budgets, follow up on exceptions and timely reporting in all relevant areas	• Balanced revenue budget.
	Ensure regular and timely payment of all non-pay suppliers.	• Compliance with relevant legislation, Prompt Payments, Revenue, Data Protection etc. • Percentage of compliant Purchase Orders and Prompt Payment Compliance.

	Invoice all amounts due for recoupment by RCC and collect on a timely basis. Ensure All monies receipted are correctly accounted for.	• Maximise income & optimise cash collected. • Legislation compiled with and collection maximised. • Timely and accurate maintenance of systems. • Government policy implemented. • NOAC, M2.

HOUSING AND BUILDING		
Improving the quality of life and well being for all in County Roscommon: Protecting the Natural and Built Environment		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Encourage and facilitate the reduction of the carbon footprint in County Roscommon, through the promotion of smarter travel, energy awareness and efficiency measures	Improve Energy Efficiency of LA Housing Stock	No. of Units Completed
Ensure that all development is undertaken in a sustainable manner which appropriately protects the unique and diverse elements of the natural and built environment.	Address impact of new Housing Construction projects on environment	% of required consents in place.
Improving the quality and well being for all in County Roscommon Combating Social Disadvantage and Isolation		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Through various delivery models meet the accommodation needs of those who are unable to do so from their own resources in sustainable communities.	Capture Applications in a timely manner	% of valid applications processed within 12 weeks
	Continue to maintain existing long term leases.	% of lease payments made on time
	Increase the overall total number of dwellings provided by the local authority in 2017 compared to 2016	Indicator value exceeded
	Reduce the time taken from the date of vacation of dwelling to the date in 2017 when a new tenancy has commenced in the dwelling, averaged across all units re-let during 2017.	Indicator value H3A improved
	Reduce cost expended on getting units re-tenanted in 2017	Indicator value H3B improved
	Manage Local Authority Housing Stock to ensure steady supply.	No. of Units made available for letting Indicator value H4
	Maximise use of the RAS scheme as a support.	No. of Tenants No. of Inspections.
	Operate Housing Assistance Payment Scheme (HAP) at agreed Department levels	HAP scheme operating to agreed levels

	Progress the Capital Housing Programme	Stage of Capital Project Number of acquisitions
	Progress the Traveller Accommodation Programme	Apply for annual funding Funded elements of programme complete Number of LTACC meetings held Educational talks completed
	Assist Approved Housing Bodies (AHBs)/Voluntary Housing in progressing their schemes	No. of Schemes identified No. of Schemes supported
	Administer Housing Adaptation Grant Schemes	% of Allocation expended % of monthly expenditure recouped % payments made within two weeks
	Implement Tenant Purchase Schemes	No. of valid applications processed
	Carry out Property Inspections	No. of Inspections
	Manage Homelessness Service in accordance with adopted Regional Action Plan	Maintain Indicator Value
To promote physical, mental and social wellbeing in the county through the Healthy Ireland initiative, recreation and positive ageing policies.	Participate in a cross-functional team to deliver the Age-Friendly Action Plan	Actions delivered

Building a Modern and Innovative Organisation through Continuous Improvement- Customers		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Provide excellent services to customers using optimum delivery models.	Reception/Customer Care	Measure number and type of complaints received and outcomes
	Change Management	No of change initiatives progressed
Use of ICT to enable staff and Elected members to deliver modern, efficient and effective services.	Implement ICT related solutions as identified	ICT is part of each change initiative

Information and Communications Technology		
Leading the Economic Development of County Roscommon		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Positive Promotion of the County	Positive Promotion of the County -Marketing, branding and identity of the County.	• Provide a modern website that best serves the citizens needs. • Promote the use of social media as our communication channels • Increase total number of followers for the Council's social media in 2017 by 5% as per NOAC service indicator C3.
Building a Modern and Innovative Organisation Through Continuous Improvement		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Supporting Strategies under Customer, Communication and Gove.	Communication and Resources - Develop effective internal communication systems and procedures.	• Open up new communications channels for citizens through Webcasting of Plenary Council Meetings • Develop best practice IT security policies to protect the Council's electronic data assets • Contribute to creating efficiencies through implementing meeting management software solution and customer service platform
	Customers- Use of ICT to enable staff and Elected Members to deliver modern, efficient and effective services.	• Provides citizens with new digital channels for doing business • Create more efficient electronic tools for mobile users through the implementation of digital services • Reduce overall cost of IT provision for each WTE as per NOAC service indicator C4

PLANNING		
Leading the Economic Development of County Roscommon		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Develop and Promote Enterprise and Job Creation.	Effective planning and regulatory frameworks for sustainable growth and to encourage enterprise in a balanced and controlled manner.	- All decisions to be made within the Prescribed Period. - Plans / Plan Variations (where relevant) to be prepared and adopted as per statutory requirements.
	Promote the sustainable use of the county's natural resources as a key component in developing enterprise and tourism opportunities.	Relevant decisions on planning applications and Plan making processes to reflect this, with all undertaken within prescribed period.
	Promote County Roscommon as a location for enterprise, industry and tourism development.	Zoning of sufficient lands to meet economic demands, in accordance with proper and sustainable planning.
	Marketing, branding and identity of the county.	- Use of the new corporate logo on all relevant RCC produced planning material. - Number of "hits" on the new website.
	Enhance the attractiveness of the county leading to increased investment and population growth.	- Complete the *Monksland Design Framework* and the *Boyle Town Centre Enhancement Plan and Design Framework* by the end of Q1 2017. - Complete the respective *Town Centre Enhancement Plan and Design Frameworks* for Castlerea and Ballaghaderreen by Q3 2017. - Commence work on the respective *Town Centre Enhancement Plan and Design Frameworks* for Roscommon and Strokestown in Q3 2017. - Reduction in the number of unfinished housing estates. - Re-activate work on drafting the "Rural Housing Design Guide" by Q3 2017.

Improving the Quality of Life and Well Being for All in County Roscommon		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Protect the Natural and Built Environment.	Protect, enhance and improve the quality of the natural environment by a proactive approach to managing water, air and noise environmental issues.	• Number of Enforcement cases are managed within required timeframes.
	Protect the community and enhance resilience by ensuring safety policies and protection measures such as the Catchment Flood Risk Assessment and Management (CFRAM) programme are developed and implemented.	• Areas at risk are zoned appropriately.
	Encourage and facilitate the reduction of the carbon footprint in County Roscommon, through the promotion of smarter travel, energy awareness and efficiency measures.	• The number of building inspections undertaken meets national targets and an increase of 5% on the 2016 reported figure.
	Ensure that all development is undertaken in a sustainable manner which appropriately projects the unique and diverse elements of the natural and built environment.	• Number of overturned decisions from An Bord Pleanala is nil. • Appropriate Assessment Screening to be undertaken on all relevant planning applications.
	Create public awareness and promote increased participation in the development of local authority led plans and initiatives.	• Engagement from the public leading to increased submissions.

Building a Modern and Innovative Organisation Through Continuous Improvement		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Supporting Strategies under Leadership, Customer, Communication and Governance.	Foster leadership, creativity, innovation and a performance culture at all levels within the organisation.	• Embed a culture of quality, leading to a continuous improvement in the level of service delivered.
	Instil a culture of change within the organisation through partnership, positive support and encouragement among the staff.	• Monitor and meet internal targets in relation to team and individual performance.
	Improve staff morale through capacity building and skills enhancement to ensure a highly motivated, engaged, innovative and flexible workforce.	• Monitor and meet internal targets in relation team and individual performance.
	Provide excellent services to customers using optimum delivery models.	• Meet internal targets for dealing with customers issues.
	Provide capacity and resources to deliver on the new leadership role of local government under the reform programme and embed new structures.	• Continue to improve the efficiency of the service and reduce the cost of delivering the Planning Service in comparison to other local authorities as reported by NOAC.
	Develop effective internal communication systems and procedures.	• Meet internal targets and continue to ensure communication is improved all levels.
	Foster a culture of cross departmental co-operation.	• Through collaboration meet target for growth in jobs as outlined in the LECP.
	Adopt a framework that commits to the promotion of good governance.	• All legal requirements are adhered to and good practice followed.

COMMUNITY AND ENTERPRISE AND SOCIAL INCLUSION		
Improving the Quality of Life and Well Being for All in County Roscommon		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Management**
Support Cultural and Community Development.	Develop and improve amenities, cultural facilities and services in the county	• Completion of audit by Q2 2017.
	Create public awareness and promote increased participation in the development of local authority led plans and initiatives.	• Annual PPN Work Plan agreed and delivered. • No of engagements by RCC with PPN. • Number of organisations signed up to PPN as part of Social Inclusion College. • NOAC Y2
	Lead and promote community and local development through the preparation and implementation of the Local Economic and Community Plan	• Key priorities delivered within timeframes set out in implementation plan.
	Ensure the arts, the creative sector and libraries play a major role in supporting the heritage, cultural and community development of the county	• Strategic and implementation plans adopted for Arts and Heritage Areas in Q2 of 2017. • Agree USEFE priorities and deliver agreed regional actions.
Combat Social Disadvantage and Isolation.	Support and promote the development of transport initiatives for rural areas by working in conjunction with transport providers to improve standards and travel times	• Development of innovative timetables to provide a collect and connect option to Train, Expressway and Bus Eireann Services • Identification of suitable locations for Bus Stops in County Roscommon in partnership with Local Link.
	Ensure services are fully accessible to citizens through the development and implementation of the Social Inclusion Community Activation Programme and Rural Development Programme	• Achievement of SICAP KPIs. • Implementation of LCDC agreed programme of open and closed calls for funding proposals. (LEADER)

	To promote physical, mental and social wellbeing in the county through the Healthy Ireland Initiative, recreation and positive ageing policies.	• Establishment of Health & Wellbeing sub-committee of LCDC. • Development of Action Plan Q2 of 2017 • Implementation of identified priority actions

Building a Modern and Innovative Organisation Through Continuous Improvement		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Supporting Strategies Under Leadership, Customer and Governance.	Foster leadership, creativity, innovation and a performance culture at all levels within the organisation.	• Staff delivering on targets in an innovative and creative manner. • Safe and Healthy Workplace for staff. • Staff meeting held every month. PMDS/IPM in place.
	Instil a culture of change within the organisation through partnership, positive support and encouragement among the staff.	• Staff open to change, creative and innovative behaviour. • Monitor and meet internal targets in relation to team and individual performance through IPM.
	Improve staff morale through capacity building and skills enhancement to ensure a highly motivated, engaged, innovative and flexible workforce.	• Highly motivated, engaged, innovative and flexible workforce. • Monitor and meet internal targets in relation to team and individual performance through IPM.
	Provide excellent services to customers using optimum delivery models.	• Meet internal targets for delivering and implementing strategies through IPM.
	Provide capacity and resources to deliver on the new leadership role of local government under the reform programme and embed new structures.	• Continue to improve the efficiency of services.
	Develop effective internal communication systems and procedures.	• Meet internal targets and continue to ensure communication is improved at all levels through IPM.
	Foster a culture of cross departmental co-operation.	• Through collaboration meet target for growth in jobs as outlined in the LECP.

ENTERPRISE		
Leading the Economic Development of County Roscommon		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Develop and Promote Enterprise and Job Creation	Development and implementation of Roscommon Local Enterprise Plan 2017	• Job creation • M2 Initiatives • NOAC JI
	Promote the sustainable use of the county's natural resources as a key component in developing enterprise and tourism opportunities	• Increase tourism numbers and revenue by 10% • Tourism Strategy developed and implemented
	Lead the economic development of the county through the Local Economic and Community Plan	• Through collaboration meet target for growth in jobs as outlined in the LECP and Action Plan for Jobs • Access and implement funding streams through available mechanisms e.g. REDZ, CEDRA, etc
Positive Promotion of the County	Promote County Roscommon as a location for enterprise, industry and tourism development	• New marketing materials • No. of engagements with IDA, EI and FI
	Marketing, branding and identity of the county	• Development and marketing of unique identity for each main town in County Roscommon through the Town Teams initiative
	Enhance the attractiveness of the county leading to increased investment and population growth	• Increase in available enterprise space • USEFE - Deliver agreed regional actions in the Action Plan for Jobs e.g. destination Athlone, USEFE etc
	Develop and improve communications, relations with and services to business	• 6 Town team plans agreed • Formal structure and governance for town teams implemented • Implement Town Teams Plans
	Provision of enterprise infrastructure and facilities in collaboration with government agencies and the private sector	• No of referrals for utilisation of vacant units • Mapping of Vacant Units • Percentage increase in space available • RCC to provide Enterprise centre in Roscommon • Sale of Industrial Sites

Improving the Quality of Life and Well Being for All in County Roscommon.		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Combat Social Disadvantage and Isolation	Support government policies in relation to job initiatives	• Achieve agreed priorities with all stakeholders and deliver on actions identified

Building a Modern and Innovative Organisation Through Continuous Improvement.		
Supporting Strategies for Service Delivery	**Strategy for Delivery**	**Performance Measurement**
Supporting strategies under Leadership, Customer, Communication and Governance	Instil a culture of change within the organisation through partnership, positive support and encouragement among the staff	• Staff open to change, creative and innovative behaviour • Monitor and meet internal targets in relation to team and individual performance
	Improve staff morale through capacity building and skills enhancement to ensure a highly motivated, engaged, innovative and flexible workforce	• Highly motivated, engaged, innovative and flexible workforce • Monitor and meet internal targets in relation to team and individual performance
	Provide excellent services to customers using optimum delivery models	• Meet internal targets for delivering and implementing strategies
	Provide capacity and resources to deliver on the new leadership role of local government under the reform programme and embed new structures.	• Continue to improve the efficiency of services
	Develop effective internal communication systems and procedures.	• Meet internal targets and continue to ensure communication is improved at all levels
	Foster a culture of cross departmental co-operation	• Level of co-operation and efficiencies
	Adopt a framework that commits to the promotion of good governance	• All legal requirements are adhered to and good practice followed