



Comhairle Chontae Laoise

Laois County Council



Plean Corparáideach

Corporate Plan

2019 – 2024

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Mission Statement

“The Council will lead the sustainable economic, social, cultural and community development of our County and deliver quality public services to the communities we serve”

Foreword by An Cathaoirleach & Chief Executive

As Cathaoirleach and Chief Executive of Laois County Council, we are very pleased to welcome the publication of our Corporate Plan for the period 2019-2024. The Corporate Plan serves as this Council's strategic framework for action and public service delivery during the lifetime of the current Council. It will play a key role in the realisation of the vision set out in "Putting People First", an Action Plan for Effective Local Government in Ireland. It will be core to Laois County Council being the main vehicle of governance and public service at local level, to its pivotal role in leading economic, social and community development, in delivering efficient and good value services and in representing citizens and communities as effectively and accountably as possible.

The Corporate Plan is also framed within the context of regional, national European and international policy documents, such as the Regional Spatial and Economic Strategy, Our Public Service 2020, the Public Sector Equality and Human Rights Duty, the EU LEADER programme and the UN Sustainable Development Goals, to name but a few.

A key purpose of the Corporate Plan will be to provide a framework within which Annual Service Delivery Plans will be formulated. These Plans will detail the activities to be undertaken across all key function areas in order to deliver on the objectives of the Corporate Plan and will translate these objectives into more detailed supporting strategies and actions which link with annual departmental activities. They will also be linked to the budgetary process, to Performance Management Development Systems and to relevant service and performance indicators.

Laois County Council's Elected Members and Employees will continue to provide leadership in the promotion and development of the social, economic and cultural life of the County. It is also essential that the Council can adapt within the framework of the Plan to meet the challenges and opportunities arising within both our internal and external operating environments over the next 5 years. These challenges are well documented in the Plan and include our capacity to prepare for and mitigate against the impact of climate change, to continue to supply much needed social housing and to ensure that County Laois gets its fair share of inward investment, employment growth and sustainable economic development.

The motto of this Council is "i páirt leis an pobal" – in partnership with the community. We look forward to working with our Elected Members, employees, stakeholders the business sector and community organisations throughout the County to ensure the successful implementations of the actions detailed in this Plan.



Cllr William Aird
Cathaoirleach



John Mulholland
Chief Executive

How we work and are organised

Laois County Council was established under the Local Government (Ireland) Act 1898. The elected Council consists of 19 Members who are democratically elected to represent the people of the County, and who work alongside the Executive of the Council which comprises of the Chief Executive and his staff. Local Elections are held every 5 years, the most recent being in May, 2019.

Laois County Council is the primary unit of Local Government in the County and is responsible for the provision of an extensive and diverse range of services which impact upon the County's economic, social, environmental, infrastructural, cultural, agricultural and educational activities.

The functions of the Council are divided into Reserved and Executive functions. The former are discharged by Elected Members and involve important matters of policy such as the adoption of the Annual Budget, the borrowing of finance, the making of Development Plans, bye-laws etc. Executive functions performed by the Chief Executive include the employment of staff, property management, planning decisions and the day-to-day administration of the Council's affairs. The Council is one of the County's major employers and currently has approximately 440 wholetime equivalent employees.

The reserved functions of the Council are now exercisable by the Members at two levels. Some functions are reserved for the full County Council, sometimes referred to as the Plenary Council. Other functions are performed at Municipal District level. In the case of Laois, the County is broken up into three Municipal Districts.

- Portlaoise
- Graiguecullen-Portarlinton
- Borris-in-Ossory-Mountmellick

Strategic Policy committees (SPCs)

The SPCs assist the Council in the formulation, development and review of policy and should have, as a minimum, one third of their membership drawn from sectors relevant to the work of the particular SPC. The role of the SPC is to provide elected members with external views and in doing so enhance the policy formulation process. In Laois, there are four SPCs –

- Housing, Regeneration & Planning
- Transportation, Environment and Emergency Services
- Climate Action & Community
- Enterprise, Economic Development & Tourism

Corporate Policy Group (CPG)

The CPG provides a forum for the co-ordination and discussion of policy issues, which transcend the remit of the four SPCs and MDs and act as a link between the SPCs and the full Council. The CPG consists of the Cathaoirleach and Chairs of the four SPCs and is supported by the Chief Executive and the Senior Staff.

Members of Laois County Council

Borris-In-Ossory – Mountmellick Municipal District



Conor Bergin
Fine Gael

Paddy Bracken
Fianna Fáil

Seamús McDonald
Fianna Fáil

John King
Fine Gael

Ollie Clooney
Non-Party

James Kelly
Non-Party

Portlaoise Municipal District



Willie Aird
Fine Gael

Mary Sweeney
Fine Gael

Thomasina Connell
Fine Gael

Catherine Fitzgerald
Fianna Fáil

Caroline Dwane
Stanley
Sinn Féin

John Joe
Fennelly
Fianna Fáil

Noel Tuohy
Labour

Graigecullen – Portarlinton Municipal District



Tom Mulhall
Fine Gael

Aidan Mullins
Sinn Féin

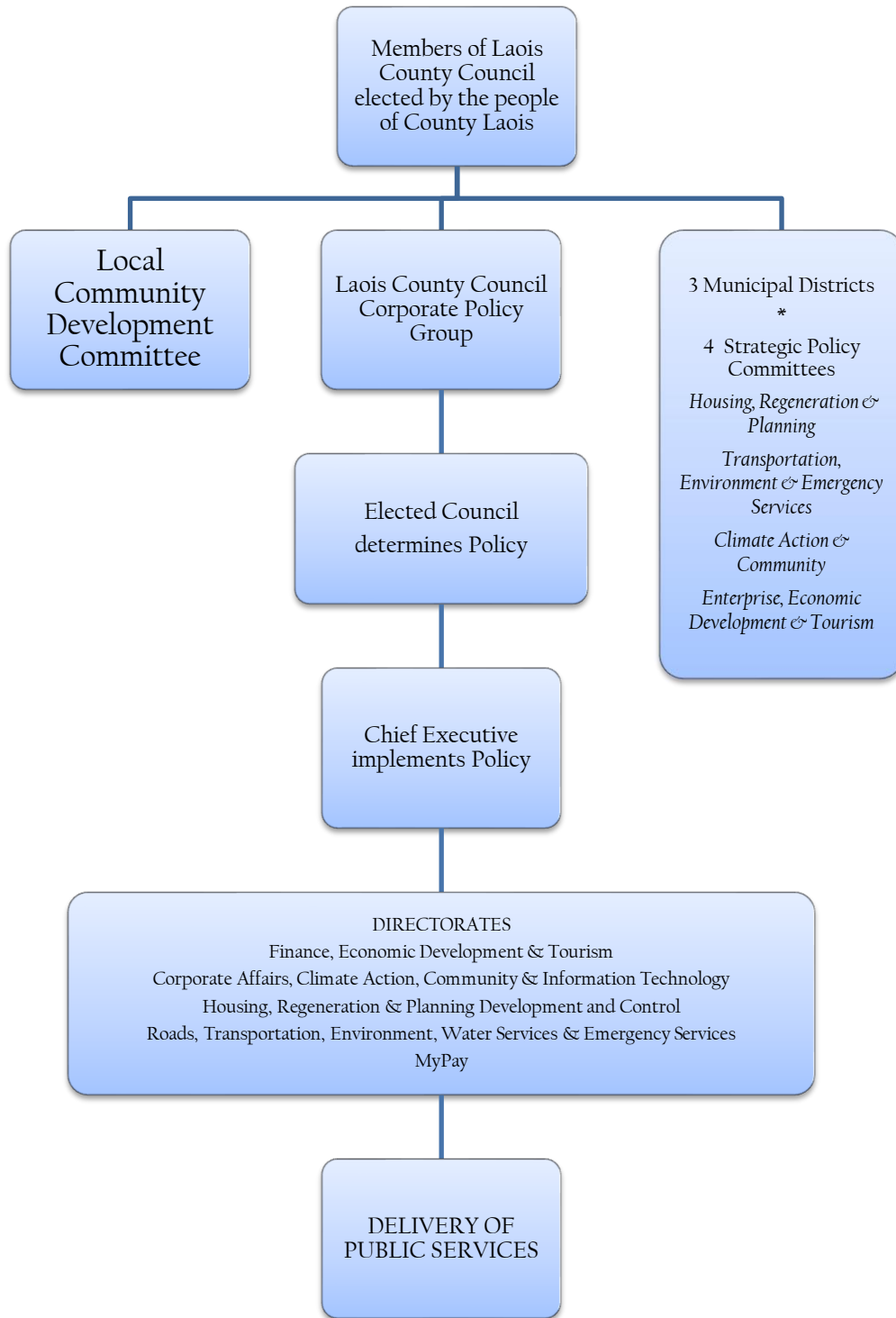
Padraig Fleming
Fianna Fáil

Ben Brennan
Non-Party

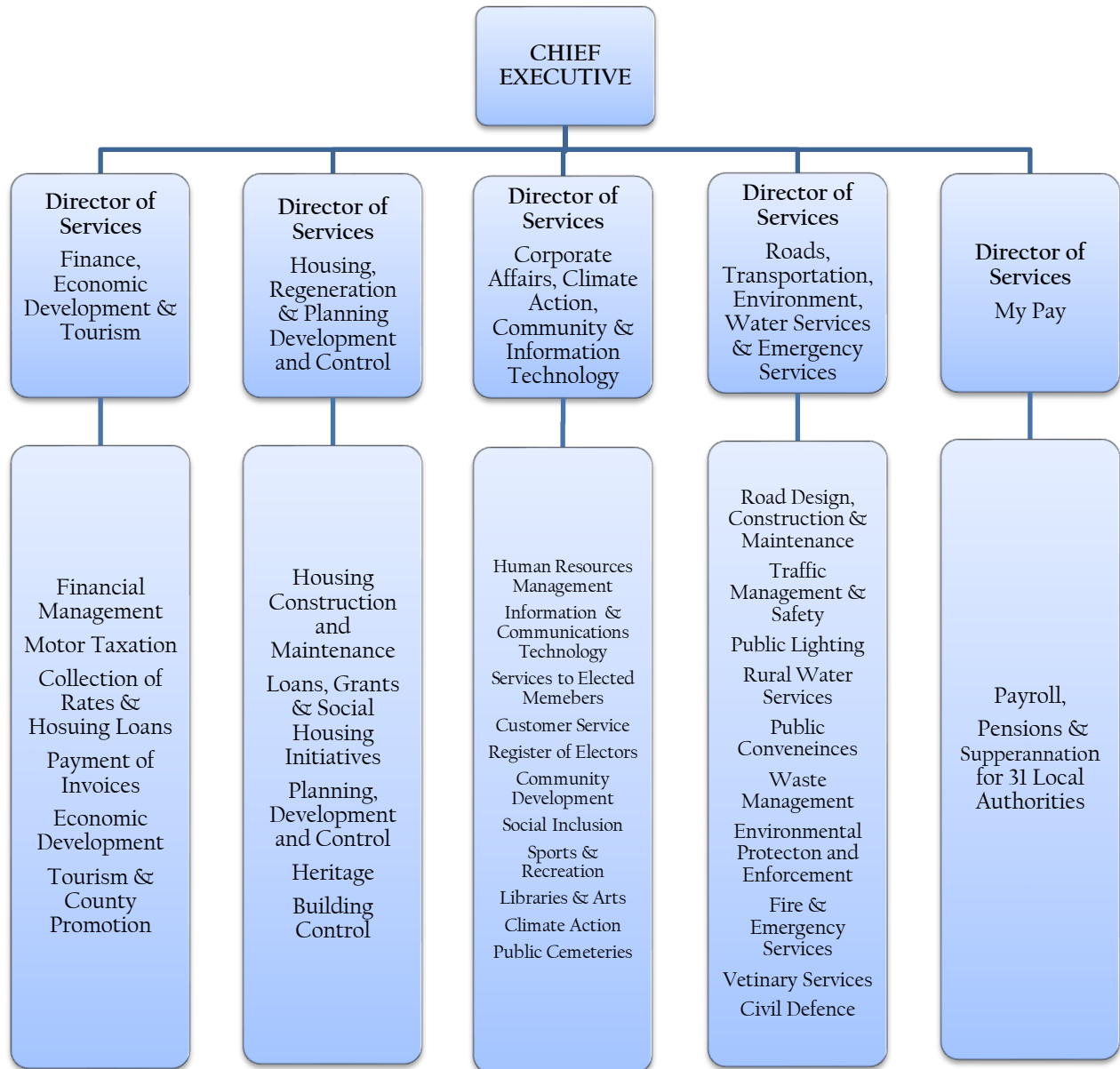
Aisling Moran
Fine Gael

Paschal McEvoy
Fianna Fáil

How the System Works



Core Service Areas



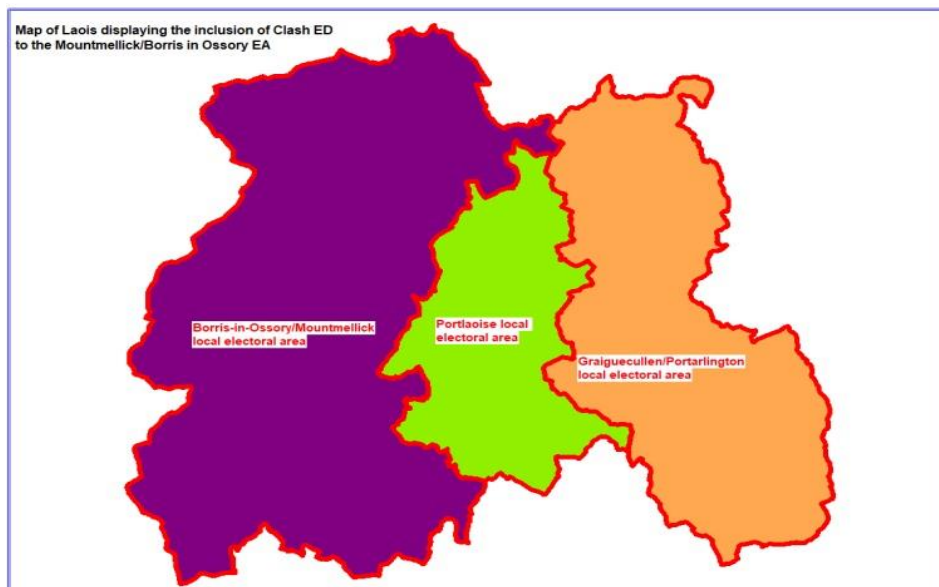
Our County in Outline

The County of Laois, located in the South Midlands of Ireland, occupies an area of 171,990 hectares. The population of the County is 84,697 according to the 2016 census – 5.1% higher than it was in the 2011 census. The county is landlocked and, uniquely, does not border any other county which touches the coast. The rapid growth of our county over recent years presents both challenges and opportunities; in terms of youth, the 2016 census showed Laois having the second highest ratio of young people relative to the working population; the county has a skilled workforce but many of these commute to jobs outside the county.

The county town of Portlaoise is strategically linked to the major cities of Dublin, Cork and Limerick via the M7 M8 motorway network. The N80 also traverses the County linking the county towns of Carlow and Portlaoise with the towns of Tullamore, Athlone and Mullingar. Laois also enjoys excellent rail connectivity with the main Dublin/Cork/Limerick and the Dublin/Galway railway lines passing through the County. Other main towns include Portlaoise, Mountmellick, Mountrath, Stradbally, Abbeyleix and Graiguecullen.

From the Rock of Dunamase to the lovely selection of the Slieve Bloom Mountains, Laois is rich in natural amenities. The County boasts a wide range of attractions including the Dunamase Theatre, the Donaghmore Famine Workhouse Museum and the Arthouse, Stradbally to name but a few. Laois has now become a major events and festivals destination hosting some of the biggest events in the Midlands, including the Electric Picnic and a range of other events.

The county also enjoys excellent recreation, leisure and amenity facilities including two leisure centres, and a large number of playgrounds, walks and trails which attract a large number of visitors throughout the year.



Our Vision

That Laois is an excellent place to live in, to work in, to invest in and to visit –for now and for the future

Our Values

Local Democracy & Accountability

The Council will exercise its democratic mandate in an impartial, transparent and accountable manner, subject to legal, ethical and statutory requirements.

Quality Customer Service

The Council is committed to providing a high quality service to our customers, in an inclusive, equitable and responsive manner.

Sustainability

The Council is committed to ensuring it works in ways which accord with the principle of sustainability, facilitate economic progress and social cohesion, and enhance and safe-guard the natural and built environment.

Social Inclusion

The Council is committed to promoting social inclusion in all its activities.

Partnership

The Council values partnership with private sector, state agencies, community groups, the wider community and our workforce.

Management of Resources & Value for Money

The Council is committed to the efficient and effective use of the available financial and human resources.

Our Operating Environment

The operation of Local Government is impacted by a range of Regional, National, and European/International policies and strategies. A selection of relevant documents is listed in Appendix 1 to this document. In seeking to serve the people of County Laois, we need to remain aware of the constraints and the opportunities presented by external strategies and plans.

The population of Laois has grown rapidly over the past decade. We need to be in a position to provide good quality local government services to our growing population. However the level of IDA supported employment is low relative to other counties. Over 11000 of our population commute to jobs in other counties. The Council has commenced the development of industrial lands at Junction 17 (Togher) in Portlaoise, with a view to attracting businesses with high employment potential to the county.

Each year the Council must produce a balanced budget. The income and expenditure areas are shown in the graphs on pages 12 & 13.

The challenge for Laois County Council is to be proactive and responsive, to provide continuous improvement in service delivery, to manage resources and meet organisational requirements while executing its statutory role and functions.

From among the range of external policies and plans in Appendix 1, while many of those are tightly focused (for example Our Libraries 2022) a number of these operate in a cross-cutting fashion, four of these are selected below because of the degree to which they impact our plans, policies and operations:

Putting People First- Action Programme for Effective Local Government: this document requires local authorities to be the main vehicle of governance and public service at local level – leading economic, social and community development, delivering efficient and good value services and representing citizens and communities as effectively and accountably as possible. These requirements and aims must permeate all policies and all programmes operated by the Council

Implementing the Public Sector Equality and Human Rights Duty (IHREC): This document, by the Irish Human Rights and Equality Commission, will assist the Council in implanting its legal requirements in relation to equality and human rights. The Council is required by law to “have regard to the need to eliminate discrimination, promote equality and protect human rights of staff and people availing of its services”. Observance of the principles of equality and human rights must permeate all our policies and plans. Laois County Council is an Equal Opportunities employer. We are also committed over the life of this Corporate Plan to assessing our performance in this area of public sector duty across our range of operations, addressing any issues that may arise and reporting on developments and achievements in our Annual Reports. For example, in terms of our public road and footpath network we have begun, in association with the Age Friendly Alliance and community groups, some walk ability audits in a number of towns.

Governance Principles and Governance Framework for the Local Government Sector: Laois County Council plays a leadership role within the county; this leadership role needs to be exercised through good corporate governance and with the benefit of sound governance principles. Effective governance encourages the efficient use of resources, strengthens accountability and improves service delivery, thereby helping to improve people’s lives. When we expend resources we must always be conscious that we have been entrusted to use the taxpayers’ money wisely. The table on Page 15 summarises the Governance Principles for Local Government.

Climate Action Plan 2019 : The Government of Ireland in the Climate Action Plan 2019 has stated : “*Evidence for warming of our climate system is beyond dispute. The projections of future global and regional climate change indicate that continued emissions of greenhouse gases will cause further warming and changes to our climate*”. Local Authorities have a key part to play –

both in terms of actions that we need to undertake to minimize the adverse impacts of climate disruption on our population and economy and also actions to reduce those discharges to the environment that contribute to climate disruption. In this context the local authority will also have regard to the relevant Sustainable Development Goals insofar as they impact the work of the authority. The Laois Climate Adaptation Strategy and the Portlaoise Low Carbon Town are but two examples of the Council embedding climate disruption and climate based risk across its programmes.

Internal Capacity and Resources

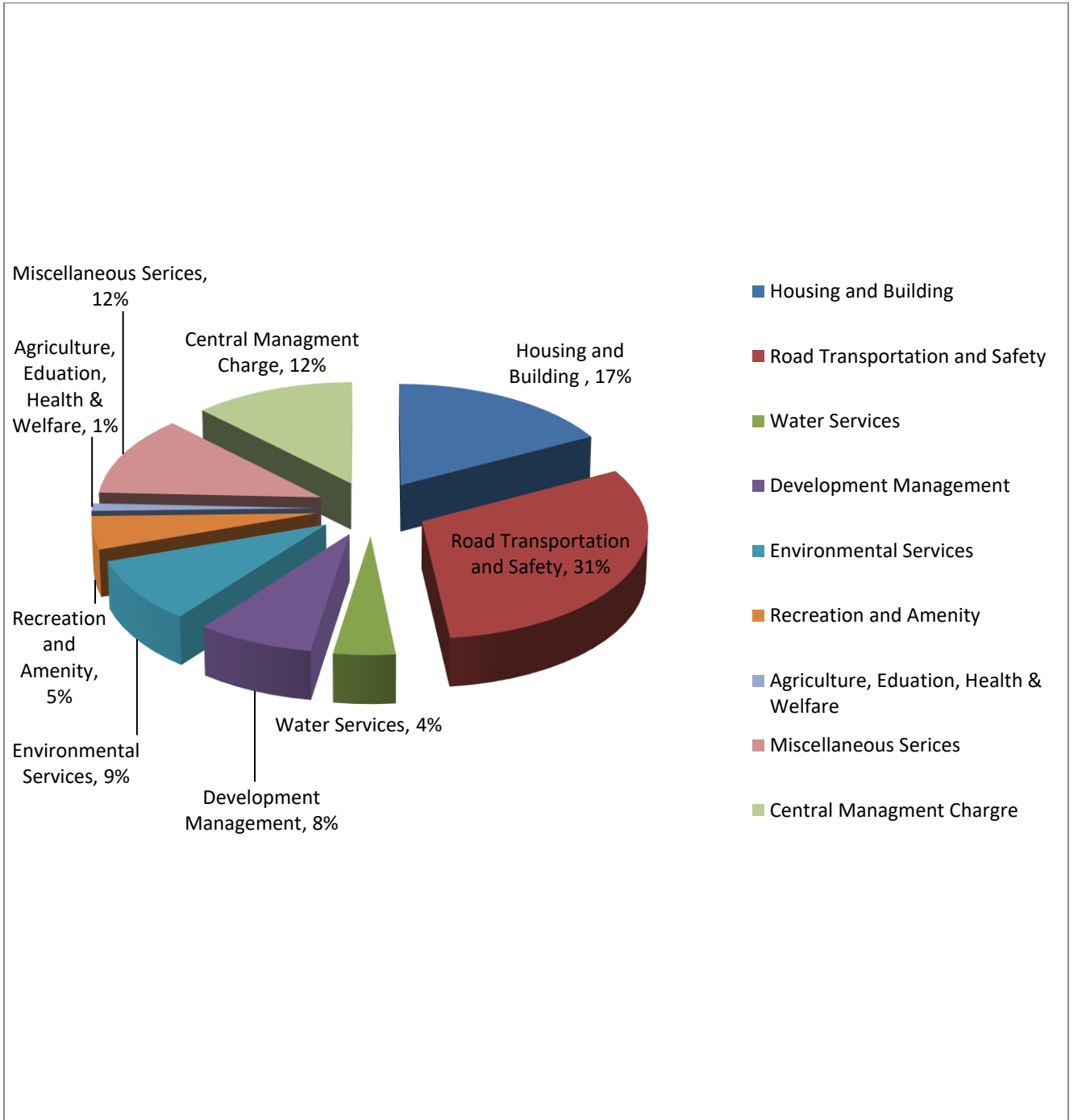
Laois County Council has a committed workforce of 442 wholetime equivalent employees and in line with best practice, manages its human resources function through a wide and varied suite of HR policies including performance management through the PMDS process.

The Council has successfully met the challenges arising from the various national public service agreements and have delivered a wide range of efficiencies through the commitment and flexibility of our workforce.

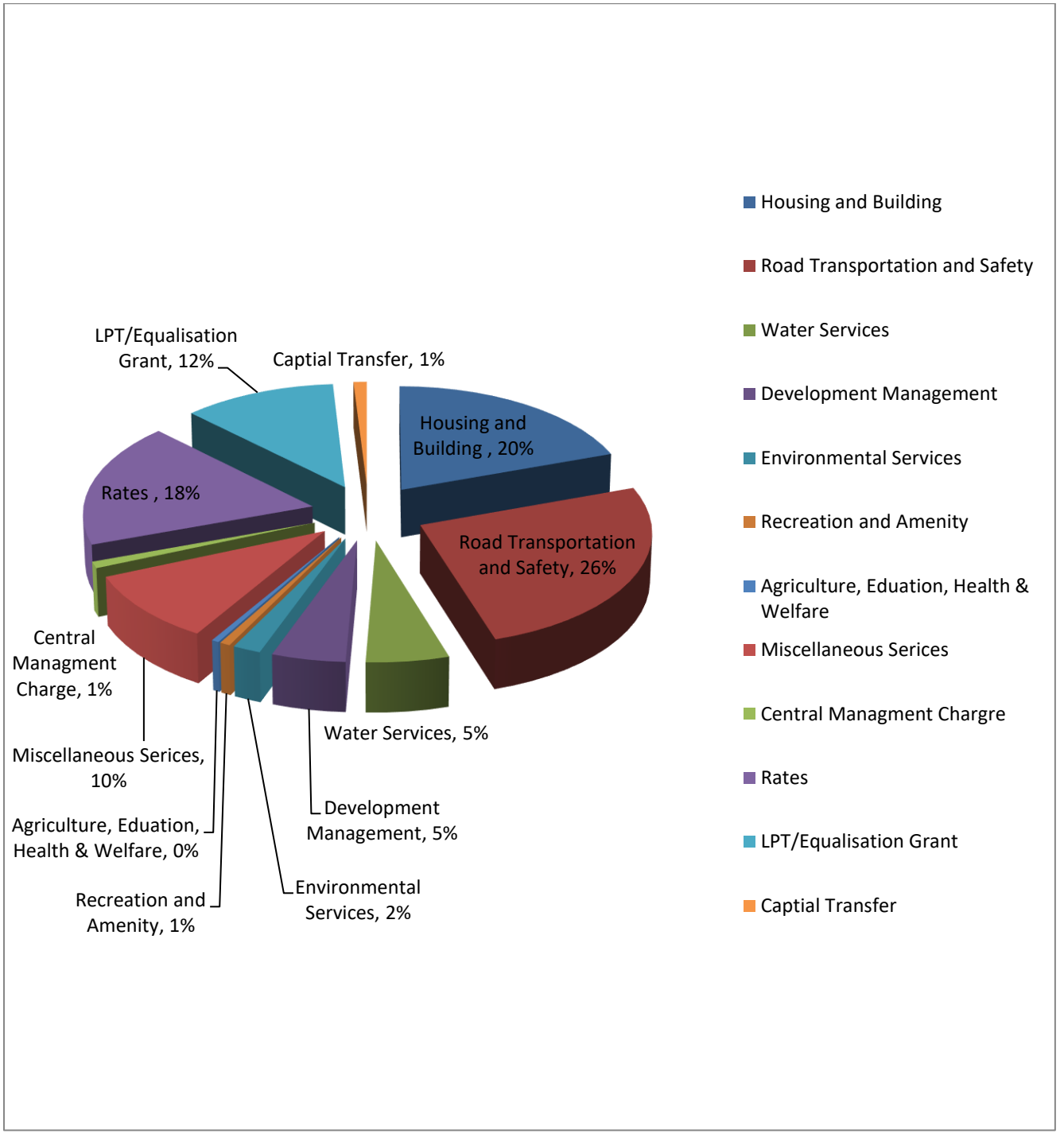
Each year Laois County Council has produced Annual Service Delivery Plans in line with the approved Budget. These plans will take into account the agreed priorities as set out in the Corporate Plan as well as legislative and statutory requirements that must be complied with. The framing of the Annual Budgets will be carried out within the context of available resources both from central government and our own resources.

The amount of resources available will therefore impact on the capacity of the Council to deliver on its objectives. Laois County Council will endeavour to meet the challenges of the ever changing environment in which the local authority operates.

Expenditure Budget 2020



Sources of Funding – Budget 2020



Governance Principles¹

Core Principle 1

Good governance means focusing on the purpose of the authority, on outcomes that deliver sustainable economic and societal benefits and on implementing a vision for the local authority

Supporting Principles

- Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision through the corporate plan and ensuring that service users receive a high-quality service
- Ensuring that the authority, through its service delivery plan priorities, makes the best use of resources to ensure achievement of its outcomes is optimised.

Core Principle 2

Good governance means members and officials working together to achieve a common purpose within a framework of clearly defined functions and roles.

Supporting Principles

- Exercising effective leadership throughout the authority, being clear about reserved and executive functions and the respective roles and responsibilities of members and officials.
- Creating a constructive and respectful working relationship between members and officials and ensuring that the functions of the authority are performed to a high standard.

Core Principle 3

Good governance means promoting and demonstrating public service values through upholding high standards of conduct and behaviour.

Supporting Principles

- Ensuring members and officials, in exercising leadership, behave in ways that exemplify high standards of conduct, ethical behaviour and effective governance.
- Fostering a culture and ensuring mechanisms that encourage and enforce adherence to ethical values and to the organisational values as espoused in the corporate plan.

Core Principle 4

Good governance means taking well informed and transparent decisions and managing risks and performance.

Supporting Principles

- Being rigorous and transparent about the decision-making process and having good-quality information, advice and support available to decision makers.
- Ensuring that effective risk, financial and performance management systems are in place which address uncertainties and exposures, enforce financial discipline, and emphasise strategic resource allocation and the efficient and effective delivery of services.

Core Principle 5

Good governance means developing the organisational capacity and the leadership capability and competencies of members and officials to operate effectively and fulfil the purpose of the organisation.

Supporting Principles

- Ensuring that members and officials have the supports and appropriate structures they need to perform effectively in their roles.
- Developing the capability of those with governance and leadership responsibilities to ensure outcomes achieved are consistent with good governance obligations.

Core Principle 6

Good governance means engaging openly and comprehensively with local people, citizens and other stakeholders to ensure robust public accountability.

Supporting Principles

- Providing clarity in relation to accountability relationships and organisational assurance, audit and scrutiny functions.
- Ensuring there is a process and mechanisms that deliver clear communication, effective stewardship and accountability to stakeholders.

¹ Extract from *Governance Principles and Governance Framework for the Local Government Sector*

Corporate Objectives

Corporate Objectives of Laois County Council are as follows-

1. To enhance the social, cultural and economic lives of the people of Laois
2. To foster and promote sustainable environmental initiatives and practices in the County/Region
3. To facilitate and promote sustainable development of the County, including the delivery of key infrastructural projects subject to compliance with good environmental standards and practice
4. To promote and support socially inclusive communities
5. To continue to develop and improve the quality of Customer Services
6. To prudently manage the Council's resources to achieve effectiveness in outcomes for resources expended
7. To continue to develop Corporate Management practices within the Council and to execute effective Risk Management practices

The Values and Corporate Objectives of Laois County Council will be fulfilled through the execution of the following Section Plans.

Transportation

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Roads - Network	Improvement and Restoration of the Regional and Local Road Network in line with Department of Transport Guidelines.	Department of Transport, Tourism & Sport Multi Annual Roads Programmes Continue implementation of Map Road Pavement System to enable a more cost effective approach to road maintenance Pavement Surface Condition Index (PSCI) Surveys	Recording of Works undertaken on the Regional and Local Road Network Recording of PSCI Ratings for the Regional and Local Road Network Number of Kilometers of Regional & Local Roads improved and maintained under the Roads Programme	Existing PSCI Ratings where Surveys have been carried out Current data recorded in recent years
Roads - Network	Improvement and Restoration of National Road Network in consultation with the TII.	TII funded Major Schemes Pavement & Minor Works HD 28 Pavement Works National Primary & National Secondary Maintenance	Number of Kilometers of National Roads Improved under various TII funded Schemes Records of defects eliminated from the Network	Existing TII Pavement Condition Surveys National Road Network Surveys carried out by Local Authorities
Roads - Bridges	Maintain and Improve Road Bridges throughout the County	Specific Improvement Grant Funding for Regional & Local Road Bridges	Number of Bridges surveyed, Maintained and Improved on an Annual basis.	Existing Condition Ratings of Regional & Local Bridges

Transportation

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Roads – Sustainable Transport	<p>To promote a shift to environmentally sustainable modes of transport through the improvement and development of pedestrian, cycling electric vehicle charging infrastructure and public transport infrastructure and services</p> <p>Provision of a Town bus Service for Portlaoise & Graiguecullen</p> <p>Provision of a network of Electric Vehicle charging points.</p> <p>To consider national and international carbon reduction commitments in the design of new road infrastructure and in the provision and operation of public lighting services.</p>	Continue to work with the National Transport Authority and Sustainable Energy Authority of Ireland to provide for all modes of transport to create a more physically connected county;	Measure new facilities developed under funded Programmes	Measure of existing facilities available currently in the various towns

Transportation

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Roads - Safety	<p>Engage with all relevant agencies in the promotion and improvement of Road Safety throughout the County</p> <p>Complete traffic management studies and audits in our urban centres to identify traffic management deficiencies and opportunities to allow corrective action to be taken;</p>	<p>Low Cost Safety Schemes funded by the Department of Transport Tourism and Sport</p> <p>HD 15 and HD 17 Minor Works Programmes funded by the NRA</p> <p>Promotion of Laois's Road Safety Strategy</p> <p>Maintenance of Traffic Route and Public Lighting Infrastructure</p>	<p>Number of Safety Improvement Schemes carried out annually</p> <p>Monitor Accident Data on an annual basis</p> <p>Eliminate Accident Blackspots</p>	Existing accident statistics available for the County
Roads – Transportation Policy	Develop policies aimed at meeting the various transportation needs of the County through the Strategic Policy Committee	Review of Policy through quarterly SPC Meetings.	Number of additional and revised policies formulated through the Year.	Number of existing Policies currently in place.

Water Services

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Public Water & Wastewater Schemes	To work in collaboration with Irish Water in accordance with the Service Level Agreement to ensure that a safe, dependable and resilient water supply is provided to the people of Laois and to assist Irish Water in improving the quality of effluent discharged from their Wastewater Treatment Plants. In so working in conjunction with IW to protect the public health of and satisfy the needs of Irish Water's customers and support the socio-economic development of the County.	Service Level Agreement between Laois County Council and Irish Water. Irish Water's Capital Investment Plan 2019 to 2024.	Irish Water/Laois County Council Annual Service Plan 2020 and subsequent ASPs	Baseline is 80% overall performance level
Private Water and Wastewater Supplies (Group Water and Wastewater Schemes) and Small Private Water Supplies.	Continue to support the Group Water Scheme financially, administratively and technically to ensure that a safe, dependable and resilient water supply is provided to rural population and farming community. To protect the public health of the people of Laois and supporting the socio-economic	Multi Annual Rural Water Programme 2019 to 2021	Deliver the projects contained within the Multi Annual Rural Water Programmes to ensure the necessary investment is delivered to Group Water Schemes to promote water conservation measures, improved asset management and	Targets set out in the Multi Annual Rural Water Programme

Water Services

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
	development of the agricultural sector.		improved efficiencies. Maximise the number of public group water schemes taken in charge by Irish Water during the term of this plan. Continue with the aid of the Department of Housing, Planning and Local Government to subsidise the maintenance and upkeep of Private Group Water Schemes.	
	Improve water quality in Small Private Water Supplies with a commercial or public use thus protecting the public health of school and pre-school children, the elderly and visitors to our County.	European Union (Drinking Water) Regulations 2014, S.I. 122/2014, as amended Support the implementation of the LA National Shared Service for delivery to the Rural Water Sector	NOAC	95.95% compliance with E- Coli
	Develop and implement the 5 year Business Case for the expansion and enhancement of the Laois County Council's INAB accredited Laboratory	Support the implementation of the Network of Local Authority Accredited Laboratories	Targets for expansion of the service and enhancement of accreditation	>5,000 samples per annum in 2020 rising to >9,000 tested in the Laboratory by 2023

Health & Safety

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Health and Safety	Compliance with the Health, Safety and Welfare at Work Act 2005, No. 10 of 2005 and all associated legislation.	Laois County Council Safety Management System and Safety Statement 2020 to 2021 and subsequent SMS for the duration of the Corporate Plan	Achieve the targets for Safety Inspections, mandatory training and implement corrective actions	As set out in the annual operational programme

Environment

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Environmental Protection	<p>To improve, protect, enhance and build environment in the interests of present and future generations</p> <p>Improve water status in all water bodies</p> <p>To protect public health and to improve & maintain air quality and to protect against noise pollution</p> <p>To provide a healthy and safe working environment</p>	<p>National & EU Legislation</p> <p>The Water Framework Directive</p> <p>The River Basin Management Plan 2018-2021</p> <p>The National Inspection Plan for On-Site Wastewater Treatment Systems</p> <p>Laois County Council Environmental Enforcement Plan (RMCEI)</p> <p>Support the workings of LAWCO & LAWPRO</p> <p>Laois County Council Safety Management System</p>	<p>Environmental Complaints Register</p> <p>Carry out inspections in line with Laois County Council's Environmental Enforcement Plan (RMCEI)</p> <p>Sampling of Water Bodies</p> <p>Inspection of On-Site Wastewater Treatment Systems</p> <p>Farm Inspections</p> <p>Section 4 Licences</p> <p>Review & Condition Planning Applications from and Environment aspect</p>	Achieve the targets set out in Laois County Council Environmental Enforcement Plan (RMCEI)
Waste Management & Enforcement	<p>To improve, protect, enhance and promote the natural and built environment in the interests of present and future generations</p> <p>The protection of human health and the environment against harmful effects that may be caused by the</p>	<p>National & EU Legislation</p> <p>Implementation of the Eastern Midlands Regional Waste Management Plan</p> <p>Laois County Council Environmental Enforcement Plan (RMCEI)</p> <p>Support the workings EMWERL</p>	<p>Environmental Complaints Register</p> <p>Carry out inspections and license reviews in line with Laois County Council's Environmental Enforcement Plan (RMCEI)</p> <p>Inspect Permit Holders</p>	Achieve the targets set out in Laois County Council Environmental Enforcement Plan (RMCEI)

Environment

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
	<p>generation, collection, transport, treatment, storage and disposal of waste.</p> <p>To provide a healthy and safe working environment</p>	Laois County Council Safety Management System	<p>Review Annual Environmental Returns</p> <p>Provide and maintain recycling facilities within Co. Laois</p> <p>Review & Condition Planning Applications from an Environmental aspect</p>	
Litter Management	<p>To prevent, control & manage litter</p> <p>To encourage & promote public awareness</p> <p>Provision of Waste Facilities</p> <p>Partnership with Communities & Business</p> <p>Enforcement of the Litter Pollution Acts</p> <p>To provide a healthy and safe working Environment</p>	<p>National & EU Legislation</p> <p>The Litter Management Plan 2018-2020</p> <p>Laois County Council Safety Management System</p>	<p>Environmental Complaints Register</p> <p>Carry out inspections in line with Laois County Council's Environmental Enforcement Plan (RMCEI)</p>	Achieve the targets set out in Laois County Council Environmental Enforcement Plan (RMCEI)

Fire Services

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Fire Brigade Operations	To provide for the rescue or safeguarding of persons and the protection of property from fire & other emergencies	<p>A Framework for Fire Safety in Ireland “Keeping Communities Safe”</p> <p>2010 Baseline Study of Fire & Rescue Services in Ireland</p> <p>Laois Area Risk Categorisation 2014</p>	Key performance indicators to measure the Services’ response to Emergency incidents.	<p>2018 KPIs</p> <p>F2 Fire – 5:48 mins F2 S/S – 5:11 mins</p> <p>F3 Fire < 10 mins: 36.39% 10 – 20 mins: 52.92% > 20 mins: 10.80%</p> <p>F3 S/S < 10 mins: 33.45% 10 – 20 mins: 50.91% > 20 mins: 15.64%</p>
Fire Services Infrastructure	To provide satisfactory infrastructure for the fire service	<p>National Directorate for Fire & Emergency Management Capital Programme</p> <p>Laois County Council’s Capital Programme for Fire Stations</p>	<p>Procurement of appliances & equipment</p> <p>The construction & improvement of fire stations & facilities</p>	<p>2018</p> <p>1 new Class B 1 new 4x4 1 no. 2nd hand Class B 1 no. 2nd hand IRU</p> <p>2018 NIL</p>
Fire Prevention	To provide for the safeguarding of the public from the hazard of fire in the built environment	<p>A Framework for Fire Safety in Ireland “Keeping Communities Safe”.</p> <p>Building Control Regulations</p>	<p>Fire Safety Inspections under the Fire Services Act 1981 & 2003</p> <p>Number of “During Performance Inspections” undertaken per year.</p> <p>P5 KPI - Time period for the technical Assessment of Fire Safety Certificates</p>	<p>2018: 30</p> <p>2018: 50</p> <p>P5:2018 % decisions (granted or refused) within 2 months – 62.86%</p> <p>% decisions (granted or refused) with extensions as agreed with the applicant – 28.57%</p>

Fire Services

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Community Fire Safety	To reduce the number of fires & other emergencies that put lives at risk.	<p>A Framework for Fire Safety in Ireland “Keeping Communities Safe”</p> <p>Laois County Council’s Community Fire Safety Policy</p> <p>Primary Schools Programme</p>	<p>Reduction in the number of incidents overall but particularly in the number of fatal fires</p> <p>Number of Fire Safety talks delivered to community and other groups</p> <p>Delivery of the Fire Safety “Primary Schools programme” to all third class students in County Laois</p>	<p>2018 Nil fire fatalities</p> <p>2018: 10</p> <p>2018: 64 3rd Class Primary Schools, 1833 pupils</p>
Major Emergency Management	To prepare & maintain the Council’s ability to carry out its functions in any Major Emergency, severe weather or other critical incident that might be declared.	To identify and manage risk and to prepare to respond to emergencies in accordance with the Framework for Major Emergency Management	Having “STRONG” Annual Major Emergency Management Appraisal	2018 “STRONG” Major Emergency Management Appraisal

Planning & Development

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Forward Planning	To develop a plan led framework to guide the development of the county which is consistent with the National Planning Framework and the Regional Spatial and economic Strategy and the principles of sustainable development.	Continue to input into National and regional policy development. Review the County Development Plan and Local Area Plans and ensure that environmental implications are considered in the prepared through the SEA / AA processes	Adoption of land use plans – CDP / LAPS within the statutory timeframes No of Directions drafted by the OPR in relation to land use plans being compliant with	Portlaoise LAP 2018-2024 adopted 2018 Portarlington LAP adopted 2018 Mountmellick LAP adopted 2018 No baseline in relation to directions as the OPR newly established in 2019
Development Management	To ensure that a highly quality service is provided by the Development Management process in an efficient, equitable and consistent manner to all customers in line with proper planning and sustainable development	Continue to provide a pre planning service in advance of planning applications being lodged. Ensure Validation of all applications occurs in an efficient, equitable and consistent manner in line with the relevant legislation. Ensure all planning decisions are made following a fully informed assessment.	No of Pre planning meetings held No of valid Applications % of applications where the decision was confirmed by An Bord Pleanala Cost per capita of delivering the planning service	2018 - 448 2018 - 610 2018 - 100 2018 - €21.88

Planning & Development

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Planning Enforcement	Provide an efficient and effective Planning Enforcement service in line with Planning legislation	Investigate complaints and take appropriate enforcement actions in a timely manner to remedy breaches and / or negotiate solutions so as to ensure compliance with the legislation. Review and improve the Planning enforcement procedures on a regular basis.	No of enforcement cases closed as resolved	2018 - 130
Building Control	To monitor compliance with Building regulations and implement the building control management system in line with relevant building control legislation.	Maintain and improve inspection regimes. Investigate complaints and take appropriate actions in a timely manner to remedy breaches and / negotiate solutions	Buildings inspected as a percentage of new buildings notified to the Local Authority	2018 - 12.21%

Planning & Development

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Unfinished Housing Developments	To continue to take estates in charge in an efficient manner consistent with National Guidelines and Planning development Legislation	<p>Ensure Bonds are in place prior to the commencement of any new residential developments occurring</p> <p>Review the Taking in Charge policy and process in conjunction with all main stakeholders so as to ensure compliance with planning and development legislation.</p> <p>Maintain and update Unfinished Estates Register</p> <p>Process requests for taking in charge of estates in a timely manner and continue to take estates in charge</p>	<p>No of Bonds in place following commencement of development</p> <p>New policy in place</p> <p>Number of estates Taken In Charge annually</p>	<p>Taking in charge policy adopted in 2013</p> <p>2018-11 estates</p>
Derelict Sites	Utilise the Derelict Sites Act and Vacant Sites Levy Legislation to regenerate Areas in decline	<p>Maintain and update the Derelict Sites Register</p> <p>Reduce derelict sites through enforcement of the provisions of the Derelict Sites Act</p>	<p>No of sites rendered non derelict through application of the Derelict Sites Legislation</p> <p>No of sites removed from register as a result of commencement of development / site activation</p>	

Planning & Development

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Heritage	<p>To work in partnership with key stakeholders to deliver a high quality heritage service for the people of County Laois</p> <p>To identify, preserve and conserve the built, natural and cultural heritage</p>	<p>Review and prepare a new County Heritage Plan for the period 2020- 2025</p> <p>Implement the actions of the County Heritage Plan</p> <p>Establish and promote the best practice in heritage management and conservation.</p> <p>Raise awareness of and promote enjoyment of the heritage of County Laois</p>	<p>New plan adopted by the Council in 2020</p> <p>No of actions implemented</p> <p>No of heritage related events held throughout the County</p>	<p>In 2018 85 no of heritage events were supported by the Heritage Office</p>
Broadband	<p>To cooperate with Government Initiatives to maximise the potential of having broadband connectivity available throughout the County</p> <p>To support the provision of high speed broadband throughout the County</p>	<p>Continue to support the initiatives by providing a Broadband Officer</p>	<p>New Local Digital Strategy adopted by Council in 2020</p>	<p>No baseline in relation to delivery of Strategy as the Broadband Officer programme only established since 2017</p>

Local Enterprise / Business Support

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Local Enterprise/Business Support	To contribute to a dynamic environment that is supportive of entrepreneurs and their new enterprises and the development and growth of the existing businesses in the county	<p>Provision of general business advice and information;</p> <p>Advice and information on rates, planning, licensing, etc.;</p> <p>Continue to provide information and access to other government services;</p> <p>Advice and information for local businesses on accessing public procurement processes including training and workshop delivery;</p> <p>Advice on energy efficiency; sustainable development and alternative renewable energy sources.</p> <p>Identify sources of funding at national level which will facilitate the provision of supports to targeted sectors of the Laois Economy for example Food & Beverage sector</p>	<p>Improve knowledge among existing and potential entrepreneurs of the range of supports available.</p> <p>Greater awareness of LEO/Laois Co Council's role in supporting small businesses.</p>	

Local Enterprise / Business Support

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
	To work with small businesses to support their start-up, growth and development	<p>Provision of financial supports for start-up and business development</p> <p>Facilitate access to alternative funding sources</p> <p>Devise a programme of training to meet the needs of new/existing businesses</p> <p>Foster relationships with existing clients to support development efforts</p> <p>Access to commercial enterprise space</p> <p>Provision of marketing supports to SMEs</p> <p>Mentoring</p> <p>Provision of networking opportunities</p> <p>Development of web enabled services with a focus on trading on line</p> <p>Progression pathway for high potential start-ups to Enterprise Ireland</p>	<p>Number of jobs created</p> <p>Number of business start ups</p> <p>Number of grants approved</p> <p>Number of training participants</p> <p>Number of jobs supported to grow and sustain productivity</p> <p>Number of Mentoring sessions assigned</p> <p>Number of Trading Online vouchers approved</p> <p>Number of clients transferred to Enterprise Ireland</p>	

Local Enterprise / Business Support

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
	To provide appropriate support to assist entrepreneurs to create new enterprises in Laois, particularly those with the potential to grow and develop.	Engage at primary and secondary level in the promotion of entrepreneurship as a career option Promotion of female Entrepreneurship through the provision of targeted gender specific programmes Develop links with 3 rd level Enterprise Clinic/Seminars Enterprise Promotional Activities	Number of schools/ participating in the Student Enterprise Awards Programme Promote Ireland's Best Young Entrepreneur Number of female entrepreneurs supported Ongoing engagement with IT Carlow Promote enterprise to a wider audience through National Enterprise week/ National Ploughing Championships	
	To promote Laois as a prime investment location	Promote/market Laois as a place to do business & create a business-friendly environment within Laois in order to attract inward investment Encourage businesses to locate in Laois through the Development Contribution Scheme Promote/ market J17 National Enterprise Park at Togher, Portlaoise Encourage the use of vacant commercial premises within designated areas of	Number of new businesses locating in Co. Laois Number of businesses locating in J17 National Enterprise Park Number of businesses availing of Business Incentive Scheme	

Local Enterprise / Business Support

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
		Co. Laois through the Business Incentive Schemes		
		Support the vitality and vibrancy of Laois Town and Village Centres through the Shopfront Grant Scheme	Number of Shopfront Grants approved	
		Support and encourage small businesses under the Early Payment Incentive Scheme	Number of businesses availing of Early Payment Incentive Scheme	
		Improve the streetscape and public realm of Portlaoise Town through the Façade Enhancement Scheme	Number of businesses availing of Façade Enhancement Scheme	
		Continue to implement Portlaoise Town Centre renewal through the Portlaoise Town Team	Make Portlaoise a thriving and vibrant town through objectives identified in Portlaoise Town Team Action Plan	

Community

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Community	Support the Local Community Development Committee and implement its plan	Sustainable, Inclusive and Empowered Communities -5 Year Strategy Local Economic & Community Plan (LECP) Healthy Laois Plan 2018 – 2020 LEADER Rural Development Programme Ireland 2014 – 2020	Ongoing review of implementation Healthy Laois Implementation Team	Leader Programme Targets
	Work to reduce poverty, promote Social Inclusion, Integration and Equality through local, regional and national engagement and collaboration Support the work of the Public Participation Network, enabling the public to take an active role in policy making and oversight committees of Laois County Council	Social Inclusion Community Activation Programme (SICAP) 2018-2022 Laois Integration Strategy (Laois Partnership-lead authority) Public Sector Duty PPN Work Programme MOU between Laois County Council and PPN	Bi-annual review Y2 Performance Indicator % of organisations on the County Register that opted to be part of the Social Inclusion College within the PPN Y2 Performance Indicator. % of organisations on the County Register that opted to be part of the Social Inclusion College within the PPN No of Boards/	SICAP Programme Targets

Community

		Provision of dedicated funding at national/local level	Committees on which representation is facilitated through PPN	
	Encourage and promote the participation of young people in the future development of the County	LECP Comhairle na nÓg CYPSC Healthy Laois Plan 2018 - 2020	YI Performance indicators % of local schools involved in the Local Youth Council/ Comhairle na nÓg Comhairle na nÓg Annual plan	
	Support the delivery and implementation of the Laois Age Friendly Strategy and Action Plan	Laois Age Friendly Strategy Healthy Laois Plan 2018 - 2020	Annual Report on implementation	
	Support and progress regeneration of our towns and villages.	Town & Village Renewal Scheme Rural Regeneration Development Fund	Successful delivery of projects.	
Arts Section	Promote, facilitate and support equal opportunities for all to participate in the Arts Programme	Laois Arts Plan 2018-2022 County Laois – Culture and Creativity Strategy 2018-2022	Ongoing review of implementation	Arts Council Framework Agreement
Sport, Recreation, and Play	Ensure that planning for sport, recreation, and play is an integrated, inclusive and sustainable part of the development of County Laois Assist Community Groups in developing local recreation assets	Laois County Council Sport, Recreation and Play Strategy 2018-2022 Laois County Council Sport, Recreation and Play Strategy 2018-2022	Ongoing review of implementation Ongoing review of implementation	

Community

Climate Action & Community Environmental Initiatives	Increase knowledge and understanding of our changing climate, grow resilience and enable effective responses to the threats posed by climate change	National Climate Change Strategy Laois County Council Climate Change Adaption Strategy	Implementation of relevant Strategies and targets	
	Raise environmental awareness by working with schools and groups.	Green Schools programme Community Grants Scheme Community Environment Action Fund (Local Agenda 21)	E4 Performance Indicator % of schools that have been awarded green flag status Ongoing review of implementation	
	Promote and facilitate sustainable development initiatives at community level.	Community Environment Action Fund (Local Agenda 21) Community Grants Scheme	Ongoing review of implementation	
	Support and facilitate environmental community development initiatives	Tidy Towns Federation Tidy Towns Grant Scheme Community Environment Action Fund (Local Agenda 21)	Ongoing review of implementation National Tidy Towns Awards Programme	
Cemeteries	Support and facilitate management of cemeteries	Liaise with cemetery committees and registrars	Ongoing review of implementation	

County Promotion

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
County Promotion	<p>To promote and contribute in collaboration with other State Agencies County Laois as a Tourist Destination of value at the centre of Ireland's Ancient East.</p> <p>Work in partnership with Festival Organisers and Groups to further develop festivals and events which in turn will yield a social and economic benefit to the County</p>	<p>Support Tourism projects to optimise the Tourism potential for Co. Laois.</p> <p>Identify sources of funding which will facilitate the provision of appropriate infrastructure at Tourist Attractions within the County.</p> <p>Make the most of the opportunity presented by Ireland's Ancient East to invest in improving visitor facilities at key sites in Laois in partnership with local communities and public bodies.</p> <p>Facilitate a Tourism Grants Scheme for Festivals & Events.</p> <p>Collaborate with new and existing festival committees to develop a festival programme for the County Annually.</p>	<p>Potential Tourism initiatives developed and delivered.</p> <p>Available funding sources applied for to facilitate relevant upgrades / improvements to tourist attractions in the County.</p> <p>Continuous promotion of Heritage sites and Tourism attractions in Laois and investment where possible to improve their facilities.</p> <p>Annual Tourism Grants Scheme in place.</p> <p>A year round festival of events showcasing all that Laois has to offer.</p> <p>Tourist information</p>	

County Promotion

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
	Continue to support the work of Laois Tourism to further develop the tourism product and improve tourist information facilities and online information for visitors to the County.	Collaboration on the development of improved tourist information services and the rebuild of new website for visitors and citizens of Co. Laois.	service available all year round. New Website to improve online information for the visitors to the county completed and operating.	

Library

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Library	Continue to develop our library services, facilities and branch network to a high standard to enable learning, reading promote literacy in all forms , provide information and promote skills and creativity .	Our Public Libraries 2022. Laois County Council – Culture and Creativity Strategy 2018-2022. Right to Read: supporting literacy in the local authority, 2014	Annual service delivery plan with objectives and targets implemented. Monthly Reports to Management Team Annual Report. Monthly Chief Executive Report	Performance Indicators. L1: No of visits to the library per 1,000 of population. L2: Cost of operating library services per 1,000 of population. Other <ul style="list-style-type: none"> ● Book Stock Fund per capita. ● No of items borrowed annually per capita. ● Online services usage. ● Website usage. ● Social media platform usage.
	Ensure libraries' position as a central community, civic, and cultural space engaging with the local communities	Our Public Libraries 2022. Laois County Council – Culture and Creativity Strategy 2018-2022.	Annual service delivery plan with objectives and targets implemented. Monthly Reports to Management Team Annual Report. Monthly Chief Executive Report	Performance Indicators. L1: No of visits to the library per 1,000 of population.
	Continue to develop digital resources and infrastructures in public libraries to future proof the changing landscape of knowledge, information access and technology .	Our Public Libraries 2022. Laois County Council – Culture and Creativity Strategy 2018-2022. National Digital Strategy	Maximise the use of technologies to promote digital literacy and facilitate and engage citizens to access library and local services digitally	Performance Indicators. L1: No of visits to the library per 1,000 of population <ul style="list-style-type: none"> ● Online services usage. ● Website usage. ● Social media platform usage.

Housing & Urban Regeneration

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Homelessness	Addressing Homelessness	Provision of homeless accommodation and related services in accordance with the Regional Homeless Action Plan.	<p>Number of adult individuals considered to be long-term homeless as % of the total number of adult individuals either using emergency accommodation or sleeping rough in a given period</p> <p>The number of adult Individuals, families and their dependants accessing emergency accommodation over the course of a certain week every month.</p> <p>The number of households who exit emergency accommodation to a tenancy on a quarterly basis.</p>	<p>50%</p> <p>2 adults 0 children</p> <p>2</p>
Housing	<p>Deliver social housing to meeting identified needs</p> <p>Increase social housing construction in order to deliver built units</p>	<p>Rebuilding Ireland</p> <p>Housing Services Plan (local)</p> <p>Land Use Strategy</p>	<p>Surpass targets for the number of units provided via: <i>(over the period of this plan)</i></p> <ul style="list-style-type: none"> - Local authority construction - Long-term Social Housing Leasing - Voluntary Housing - Part V of the Planning and Development Act, 2000- 	<p>280</p> <p>50</p> <p>500</p> <p>120</p>

Housing & Urban Regeneration

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
			2002 - Private Acquisitions - HAP	20 1,535
	Maintain Housing Stock	2019 Housing Regulations	Implement planned programme of housing maintenance and repairs subject to the availability of funding. Number of repairs completed as a % of the number of valid repair requests. % of private rented tenancies inspected % local authority housing vacant ; Number of Voids per annum Average re-letting time & cost	Emergency – 1 to 3 days Urgent – 10 days Routine – 8 to 12 weeks 100% within planned programme of housing maintenance and repairs target/priority 20% of private rented tenancies inspections per annum. 1% 2 12 weeks turnaround & €6,500 average cost per unit

Housing & Urban Regeneration

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
	Housing Assistance Payment Scheme (HAP)		Achieve targets for the number of units as set down nationally	7 weekly
	Housing First	Housing First National Implementation Plan 2018-2021	Achieve targets for the provision of Housing First.	Provide 9 units 2019-2021
	Deliver sufficient and appropriate housing for members of the Travelling Community	Deliver on the Five Year Traveller Accommodation Plan 2019-2024	Achieve targets for the provision of suitable housing for members of the Travelling Community	Provide 37 units over the lifetime of the Traveller Accommodation Plan
	Deliver sufficient and appropriate housing for persons with disabilities Provide grant assistance to persons with disabilities to sustain independent living	Deliver on the Housing and Disability Steering Groups five year plans	Achieve targets for the provision of suitable housing for people with disabilities nationally Number of grants paid	5 per annum 180 per annum

Corporate Affairs

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Corporate Services – Services to Elected Members	To facilitate and support the representational role of the Elected Members	Efficient and professional secretariat in place, increased use of technology, provision of training and improved efficiency in the conduct of Council business.	Well informed Elected Members	
Corporate Services - Franchise and Elections	Maximise participation in the democratic process Prepare and complete an accurate Register of Electors	Improve and maintain the accuracy of the Register of Electors Electoral Acts and appropriate Circulars Explore opportunities in conjunction with the Department of the Housing, Planning and Local Government in relation to progressing proposals for on-line registration	Provide the maximum information with regard to the electoral process using appropriate means of communication. Publish draft and live Register on prescribed dates. Revised arrangements in place	Number of new entries/amendments to the Register Deadlines achieved

Corporate Affairs

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
	Facilitate the holding of elections and referenda	Electoral Acts and appropriate circulars.	Elections held	
Corporate Services – Customer Services	<p>Deliver an effective and efficient quality customer focussed service which responds to the needs of the community.</p> <p>Communicate effectively and maintain information clear, brief and concise.</p>	<p>Compliance with the Customer Charter and associated policies</p> <p>Maximise dissemination of information to Customers</p> <p>National and Local Service Indicators,</p> <p>Dedicated and Specific Customer Service Desks at various locations</p> <p>Agree and implement a Communications Strategy</p> <p>Section 42 of the Human Rights and Equality Act 2014 (Public Sector Equality and Human Rights Duty)</p>	<p>Response times to queries as set out in the Customer Charter</p> <p>Increased use of Social Media as appropriate</p> <p>Monitor and identify areas for improvement</p> <p>Number of visitors</p> <p>Customer and Media feedback</p> <p>Examination of the equality and human rights issues relevant to the functions of Laois County Council and put appropriate measures in place to address same.</p>	Compliance with the Charter

Corporate Affairs

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
	Provide effective and transparent systems for the administration of requirements under FOI, Data Protection, AIE and any other legislative mechanism to access records/data	FOI Act, 2014, GDPR & the Data Protection Act 2018, Access to information on the Environment Regulations 2007 - 2018, Re-use of Public Sector Regulations 2005 and any other relevant legislation.	Number of requests received	Compliance with requirements.
Corporate Services – Corporate Governance	<p>Corporate Governance</p> <p>Ensure that the requirements of the Local Government Act 2001 as amended in relation to Ethics is implemented in full in respect of relevant employees</p>	<p>Ensure that effective structures are in place to ensure that the work of the Council is carried out in an open and transparent manner maximising the use of all available resources.</p> <p>Adhere to Laois Climate Change Adaptation Strategy 2019 - 2024</p> <p>Ensure that the Council and its employees operate in an ethical manner and are accountable to its customers and the public at large.</p>	<p>Support the work of the Audit Committee</p> <p>Support the Internal and External Audit process</p> <p>Review, update and implement “best practice” standards relating to Corporate Governance.</p> <p>Measures in place and actions implemented</p> <p>Declarations returned and public Registers in place and available for inspection.</p>	<p>Annual Work Programme agreed and implemented.</p> <p>Completion of Annual Declarations and public Registers.</p> <p>Review by Local Government Auditor</p>

Corporate Affairs

	and elected members.	Local Government Act 2001 – 2014 and relevant Circulars Code of Conduct for Employees and Elected Members.		Compliance with Code of Conduct
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Human Resources

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Human Resources	Plan and Deliver our organisation's workforce requirements	Workforce Plan Attendance Management Policy	Performance Indicators C1 Total number of WTE's C2 Working days lost to sickness	
	Build capacity and capability within the organisation	Learning and Development Plan Performance Management Development System Framework for succession planning	Level of investment in staff Training & Development programmes Completion levels	
	Effective Management of our staff resources	Implementation of HR Policies & Procedures Operational management of payroll and superannuation function Stable industrial relations Health and Wellness & Staff Engagement Framework(s) Public Sector Duty	Number availing of Worklife Balance options Adherence to 3% target of employees within workforce with a disability	
	Effective collaboration with external stakeholders	Work Placement Schemes School Business Programme	No of placements facilitated	

Information & Communication Technology

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Information and Communications Technology	To provide Management and Staff with modern information systems to assist them in providing quality services to Customers and Elected Members	<p>Program of upgrade for relevant systems and equipment</p> <p>Local Government ICT Strategy 2017-2022</p> <p>Cloud Computing Advice Note Oct 2019 - DPER</p>	<p>Contribute to the ICT strategy Action Plan</p> <p>Increased adaptation of Cloud technology</p>	Support the organisation with cost effective and fit for purpose ICT infrastructure
Information and Communications Technology	Provide a resilient and standardised Information Systems infrastructure for the organisation which will facilitate the cost effective and efficient provision of services to customers	<p>Local Government ICT Strategy 2017-2022</p> <p>Adopt a Digital first approach to new service delivery</p> <p>ICT Disaster Recovery Plan</p>	Compliance with the ICT Disaster Recovery Plan	
Information and Communications Technology	Back office transformation through the digitisation of business processes to deliver efficiencies to staff and customers.	Local Government ICT Strategy 2017-2022	Digitisation of service provision in line with organisational goals	Replacement of selected paper based manual processes

Finance

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Finance	Budget Strategy - Adoption of a balanced budget	Balanced budget adopted	Ongoing monitoring of income and expenditure against budget.	Performance indicator: M1: 5 year summary of Revenue account balances
Finance	Financial and Treasury Management - foster strong financial management throughout the organisation to achieve corporate governance.	Provision of accurate and timely information and reviewing against our targets	Timely and accurate reporting, cashflow management, quarterly and annual returns and tax compliance	Ongoing management of our cash balances ensuring availability of funds to achieve our corporate goals
Finance	Revenue Collection – to maximise collection in all areas	Setting collection targets for each revenue stream	Monitoring our collection percentages on all revenue accounts	Performance indicator: M2: 5 Year summary of collection levels for Rates, Loans and Rent.
Finance	Expenditure – to ensure timely payment of outstanding commitments	Monitoring and review of weekly payment runs	Number of accounts paid on time to avoid late interest charges and penalties	Prompt interest returns and payment of interest
Finance	Audit Service – to complete the Audit of our Annual Financial Statement in accordance with relevant legislation	Audit file preparation, reconciliation of accounts and engagement with the Local Government Auditor	Local Government Audit Report and Audit Management Letter	Unqualified Audit Report

MyPay

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Project Planning & Implementation	Develop and implement a rollout schedule to provide payroll and superannuation services to all proposed Client organisations (33 no.) live by end of 2023	<p>Develop and update comprehensive project plan</p> <p>Development of detailed communications plan</p> <p>Review processes and report to Programme Board monthly</p>	<p>Number of Clients for which MyPay provide payroll services at 31/12/2023</p> <p>Number of Clients for which MyPay provide superannuation services at 31/12/2023</p>	<p>30 Clients receiving payroll services at 1/11/2019</p> <p>19 Clients receiving superannuation services at 1/11/2019</p>
Payroll	Ensure payees in the sector are paid accurately and on time	<p>Ensure all operators and supervisors are adequately trained</p> <p>Utilise PMDS to ensure efficient performance levels are maintained</p> <p>Engage in ongoing communications with Local Authorities</p>	<p>Incorrect net pay due to MyPay error, as a percentage of number of payees.</p> <p>Percentage of payees paid on time</p>	<p>.001% of payees paid incorrect net pay due to MyPay error in 2018</p> <p>100% of payees paid on time in 2018</p>
Superannuation	Deliver a Centre of Excellence for superannuation for the sector	<p>Ensure all operators and supervisors are adequately trained</p> <p>Interact with DOECLG to ensure that information in MyPay is always up to date.</p> <p>Engage in ongoing communication with local authorities</p>	Percentage of employee retirement benefits calculated and sent to Clients on time.	% of employee retirement benefits calculated and sent to Clients on time not available for 2018

MyPay

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Quality Management	Develop a quality management system to facilitate the delivery of a quality payroll and superannuation service.	<p>Document procedures to facilitate quality assurance</p> <p>Establish quality controls and checks to identify errors before service delivery.</p> <p>Develop quality management procedures to promote continuous improvement.</p> <p>Measure performance against Service Level Agreement key performance indicators.</p>	<p>Number of active controlled documents written and used.</p> <p>Unqualified ISAE3402 audit opinion obtained each year.</p>	<p>120 controlled documents written and used at 12/11/2019</p> <p>An unqualified ISAE3402 audit opinion was received in December 2018.</p>
Help Desk	Deliver excellent customer service experience to both clients and payees	<p>Deal with all payee & client queries within Service Level Timeframe targets</p> <p>Achieve high level of customer satisfaction with help desk service</p>	<p>Case resolution rates</p> <p>Customer Satisfaction Survey</p>	<p>94% of payroll cases resolved on time in 2018</p> <p>92% of customers satisfied with the help desk service at July 2019</p>

Implementation, Monitoring & Review

This Corporate Plan sets out the core objectives of Laois County Council over the period 2019-2024 and the actions to realise them.

New demands and challenges may arise, not all of which can be anticipated, and priorities may change as a result. It will be necessary to review the Plan to take account of changes which have occurred and to ensure that the plan is implemented within the agreed timeframes. The framework for the implementation, monitoring and review of the Corporate Plan is as follows:

- An Annual Progress Report on the implementation of the Corporate Plan will be prepared and submitted to the Elected Members for their consideration and will be published as part of the Annual Report
- The ongoing monitoring and review of the Corporate Plan will be an integral part of the work of the Corporate Policy Group of the Council
- Annual Service Delivery Plans will be prepared which will reflect objectives set out in the Corporate Plan and demonstrate how these objectives will be achieved through specific actions for the year in question
- The Performance Management Development System (PMDS) process will ensure that all departments, sections and employees are involved in the review and implementation of the Corporate Plan
- The implementation of recommendations from the National Oversight and Audit Commission (NOAC)
- The preparation and submission of Monthly Management Report to Council
- The implementation of National Service Indicators

Appendix 1 – Selected Strategies and Plans Influencing Local Government

National/EU

- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025 (to be published 2019)
- Brighter Outcomes Better Futures: The national policy framework for children and young people 2014-2020
- Climate Action Plan 2019 to Tackle Climate Breakdown
- DCCAE: National Cyber Security Strategy and current consultation
- DCCAE: National Digital Strategy
- DEBI Innovation 2020
- Digital Single Market
- eGovernment Strategy
- EU 'Floods' Directive
- EU Strategy on Adaption to Climate Change
- European Flood Awareness System (EFAS)
- Flood Risk Management Plans and Maps produced under National CFRAM (Catchment Flood Risk Assessment & Management) programme
- Governance Principles and Governance Framework for the Local Government Sector
- Guidelines on the Planning System and Flood Risk Management
- Implementing the Public Sector Equality and Human Rights Duty (IHREC)
- Marine Planning Policy Statement (to be adopted Q3 of 2019)
- Met Eireann strategic plan 2017-2027
- National Adaption Framework (2018)
- National Broadband Plan
- National Development Plan
- National Disability Inclusion Strategy 2017 - 2021
- National Flood Forecasting and Warning Service (date from monitoring stations – waterlevel.ie)
- National Heritage Plan – Heritage Ireland 2030
- National Housing Strategy for People with a Disability (NHSPWD)
- National Marine Planning Framework (to be adopted by the end of 2020)
- National Planning Framework 2040
- National Social Enterprise Policy for Ireland 2019-2022
- National Traveller and Roma Inclusion Strategy 2017-2021
- National Vacant Housing Reuse Strategy
- Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities
- Our Public Service 2020 (with particular reference to actions relating to Public Participation Networks and Local Community Development Committees)
- People, Place and Policy – Growing Tourism to 2025 and the associated Tourism Action Plans
- Policy on Property Acquisition and Disposal
- Protocols on Transfer and Sharing of Property Assets
- Public Sector Energy Efficiency Strategy
- Public Service Data Strategy
- Public Service ICT Strategy
- Putting People First- Action Programme for Effective Local Government
- Rebuilding Ireland
- Renewable Electricity Policy and Development Framework (REPDF)
- River Basin Management Plan for Ireland 2018-2021
- Rural Development Policy 2020+ Next phase
- Strategy for the Future Development of National and Regional Greenways
- Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland (to be published 2019)
- The National Language Strategy 2010-2030
- The National Oil Spill Contingency Plan (DTTAS)
- The National Search and Rescue Plan (DTTAS)

- Water Services Policy Statement 2018-2025
- Wind Energy Development Guidelines (WEDGS)

Regional

- Midlands Regional Enterprise Plan 2020
- Eastern and Midland Regional Assembly -Regional Spatial & Economic Strategy (RSES) 2019-2031
- Midland Regional Drug and Alcohol Task Force Strategic Plan 2017-2019
- Connecting for Life – HSE Suicide Prevention Plan for the Midlands, Louth and Meath 2018-2020
- Border Midlands West Regional Operational Programme 2014-2020
- Midland Regional Planning Guidelines 2010-2022
- Eastern Midlands Regional Waste Management Plan 2015-2021
- Midland Regional Homeless Strategies

Local

- Local Enterprise Development Plan 2017 (4 Year Plan)
- Laois County Development Plan 2017-2023
- Graiguecullen Local Area Plan 2012-2018
- Mountmellick Local Area Plan 2018-2024
- Portarlinton Local Area Plan 2018-2024
- Portlaoise Local Area Plan 2018-2024
- 2040 and Beyond – Portlaoise Town Centre Public Realm Strategy / Vision Statement
- J17 National Enterprise Park – Masterplan Document 2018 (Togher)
- Laois County Council Development Contribution Scheme 2017-2023
- Laois Heritage Plan 2014-2019
- Local Economic and Community Plan
- Healthy Laois Plan 2018-2020
- Laois Age Friendly Strategy
- Laois Arts Plan 2018-2022
- County Laois – Culture and Creativity Strategy 2018-2022
- Laois County Council Sport, Recreation and Play Strategy 2018-2022
- Laois County Council Climate Change Adaption Strategy
- Laois Integration Strategy
- Laois Sports Partnership Strategic Plan 2017-2023
- Laois Social Inclusion Community Activation Programme 2018-2022
- Laois Tourism Strategy
- Litter Management Plan
- Major Emergency Plan

International

- Sustainable Development Goals (UN)
- UN Convention on the Rights of Persons with Disabilities

Appendix 2

ACTIVITY PERFORMANCE INDICATORS

Housing

H1: Social Housing Stock

H1A: The number of dwellings in the ownership of the LA at 1/1

H1B: The number of dwellings added to the LA owned stock (whether constructed or acquired)

H1C: The number of LA owned dwellings sold

H1D: The number of LA owned dwellings demolished

H1E: The number of dwellings in the ownership of the LA at 31/12

H1F: The number of LA owned dwellings planned for demolition under a D/HPLG approved scheme

H2: Housing Vacancies

H2A: The % of the total number of LA owned dwellings that were vacant at 31/12

H3: Average Re-letting Time and Cost

H3A: Time taken from the date of vacation of a dwelling to the date when the dwelling is re-tenanted, averaged across all dwellings re-let in that year

H3B: Cost expended on getting the dwellings re-tenanted, averaged across all dwelling re-let in that year

H4: Housing Maintenance Cost

H4A: Expenditure on the maintenance of LA housing compiled from 1/1-31/12, divided by no. of dwellings in LA stock at 31/12, i.e. H1E-H1F indicator figure

H5: Private Rented Sector Inspections

H5A: Total number of registered tenancies in the LA area at 30/06

H5B: Number of rented dwellings inspected in that year

H5C: % inspected dwellings in that year not compliant with Standards Regulations

H5D: Number of non-compliant dwellings that became compliant during that year

H6: Long-term Homeless Adults

H6A: Number of adult individuals in emergency accommodation that are long-term homeless as a % of the total number of homeless adult individuals in emergency accommodation at 31/12

H6B: Number of adult individuals classified as homeless and in emergency accommodation on the night of 31/12 as recorded on PASS system

Roads

R1: Pavement Surface Condition Index (PSCI) Ratings

R1A(a): % Regional Road that received a PSCI Rating in the 24 month period

R1A(b): % Local Primary Road that received a PSCI Rating in the 24 month period

R1A(c): % Local Secondary Road that received a PSCI Rating in the 24 month period

R1A(d): % Local Tertiary Road that received a PSCI Rating in the 60 month period

R1B(a): % Total Regional Road Kilometres with a PSCI Rating of 1-4

R1B(a): % Total Regional Road Kilometres with a PSCI rating of 5-6

R1B(a): % Total Regional Road Kilometres with a PSCI Rating of 7-8

R1B(a): % Total Regional Road Kilometres with a PSCI Rating of 9-10

R1B(b): % Total Local Primary Road Kilometres with a PSCI Rating of 1-4

R1B(b): % Total Local Primary Road Kilometres with a PSCI Rating of 5-6

R1B(b): % Total Local Primary Road Kilometres with a PSCI Rating of 7-8

R1B(b): % Total Local Primary Road Kilometres with a PSCI Rating of 9-10

R1B(c): % Total Local Secondary Road Kilometres with a PSCI Rating of 1-4

R1B(c): % Total Local Secondary Road Kilometres with a PSCI Rating of 5-6

R1B(c): % Total Local Secondary Road Kilometres with a PSCI Rating of 7-8

R1B(c): % Total Local Secondary Road Kilometres with a PSCI Rating of 9-10

R1B(d): % Total Local Tertiary Road Kilometres with a PSCI Rating of 1-4

R1B(d): % Total Local Tertiary Road Kilometres with a PSCI Rating of 5-6

R1B(d): % Total Local Tertiary Road Kilometres with a PSCI Rating of 7-8

R1B(d): % Total Local Tertiary Road Kilometres with a PSCI Rating of 9-10

R2: Regional Road Grants Works

R2A: Kilometres of regional road strengthened

R2*A: Amount expended on regional road strengthening (€)

R2B: Kilometres of regional road resealed*

R2*B: Amount expended on regional road resealing (€)
R2C: Kilometres of local road (i.e. total of primary, secondary and tertiary) strengthened
R2*C: Amount expended on local road (i.e. total of primary, secondary and tertiary) strengthening (€)
R2D: Kilometres of local road resealed
R2*D: Amount expended on local road resealing (€)

R3: % Motor Tax Transactions Conducted Online

Water

W1: % Drinking water in private schemes in compliance with statutory requirements

Environment

E1: Number/% of households availing of a 3 bin service
E1A: Number of households, based on the 2016 Census, who are situated in an area covered by a licensed operator providing a 3 bin service
E1B: % of households within the local authority (per 2016 Census) that the number at A represents
E2: % Environmental pollution complaints closed
E2A: Total number of pollution cases that were the subject of a complaint
E2B: Total number of pollution cases closed
E2C: Total number of pollution cases on hand at 31/12
E3: % LA area within the 5 levels of litter pollution
E3A: % Area Unpolluted or Litter Free
E3B: % Area Slightly Polluted
E3C: % Area Moderately Polluted
E3D: % Area Significantly Polluted
E3E: % Area Grossly Polluted
E4: % of schools that have been awarded green flag status

Planning

P1: New Buildings Inspected
P1A: Buildings inspected as a percentage of new buildings notified to the local authority
P2: Planning Decisions Confirmed by ABP
P2A: Number of LA planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the board
P2B: % of the determinations at A which confirmed (either with or without variation) the decision made by the LA
P3: Planning Enforcement Cases Closed as Resolved
P3A: Total number of planning cases referred to or initiated by the local authority in the period 1/1-31/12 that were investigated

P3B: Total number of investigated cases that were closed
P3C: % of the cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development
P3D: % of the cases at B that were resolved to the LA's satisfaction through negotiations
P3E: % of the cases at B that were closed due to enforcement proceedings
P3F: Total number of planning cases being investigated as at 31/12

P4: Cost Per Capita of Planning Service

P4A: The Annual Financial Statement (AFS) Programme D data divided by the population of the LA area per 2016 Census (€)

P5: Applications for Fire Safety Certificates

P5A: % of applications for fire safety certificates received that were decided (granted or refused) within two months of their receipt
P5B: % of applications for fire safety certificates received that were decided (granted or refused) within an extended period agreed with the applicant

Fire Services

F1: Cost Per Capita

F1A: Annual Financial Statement (AFS) Programme E expenditure data divided by the population of the LA area per the 2016 Census figures for the population served by the fire authority as per the Risk Based Approach Phase One reports (€)

F2: Service Mobilisation

F2A: Average time taken, in minutes, to mobilise fire brigades in respect of fire from Full-Time Station
F2B: Average time taken, in minutes, to mobilise fire brigades in respect of fire from Part-Time Station
F2C: Average time taken, in minutes, to mobilise fire brigades (retained fire service) in respect of all other (non-fire) emergency incidents from Full-Time Station
F2D: Average time taken, in minutes, to mobilise fire brigades (retained fire service) in respect of all other (non-fire) emergency incidents from Part-Time Station

F3: % Attendance Times at Scenes

F3A: % of cases in respect of fire in which first attendance at the scene is within 10 minutes
F3B: % of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes

F3C: % of cases in respect of fire in which first attendance at the scene is after 20 minutes
F3D: % of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes
F3E: % of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes
F3F: % of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes

Library

L1: Library visits and Issues
L1A: Number of library visits per head of population for the LA area per the 2016 Census
L1B: Number of items issued to library borrowers in the year
L2: Cost of Operating a Library Service
L2A: Annual Financial Statement (AFS) Programme F data for the year divided by the population of the LA area per the 2016 Census (€)

Youth/Community

Y1: % of local schools involved in the local Youth Council/Comhaile na nÓg scheme
Y2: Number of organisations included in the County Register in that year and the proportion of those organisations that opted to be part of the Social Inclusion College within the PPN

Corporate

C1: Total number WTEs
C1A: The wholetime equivalent staffing number
C2: Working Days Lost to Sickness
C2A: % of paid working days lost to sickness absence through medically certified leave in 2018
C2B: % of paid working days lost to sickness absence through self-certified leave
C3: LA Website and Social media Usage
C4: Overall Cost of ICT Provision per WTE
C5: Overall cost of ICT as proportion of Revenue expenditure

Finance

M1: 5 Year Summary of Revenue Account Balance
M2(A): % Year Summary of Collection of Commercial Rates

M2(B): 5 Year Summary of Collection of Rent & Annuities
M2(C): 5 Year Summary of Collection of Housing Loans

Economic Development

J1: Number of jobs created with assistance from the Local Enterprise Office in that year
J2(A): Number of trading online voucher applications approved by the Local Enterprise Office during that year
J2(B): Number of those trading online vouchers that were drawn down in that year
J3: Number of participants who received mentoring during that year
J4(A): Does the local authority have a current tourism strategy?
J4(B): Does the local authority have a designated Tourism Officer?

Appendix 3 – Senior Staff of Laois County Council

<i>Chief Executive:</i>	John Mulholland
<i>Director of Finance, Economic Development & Tourism:</i>	Gerry Murphy
<i>Director of Corporate Affairs, Climate Action, Community & Information Technology:</i>	Donal Brennan
<i>Director of Housing, Regeneration & Planning Development and Control:</i>	Michael Rainey
<i>Director of Roads, Transportation, Environment, Water Services & Emergency Services:</i>	Simon Walton
<i>Director of MyPay:</i>	John Forde
<i>Senior Engineer – Water Services & Environment:</i>	Michael O’Hora
<i>Senior Executive Officer – Community & Enterprise:</i>	Carmel McNicholl
<i>Senior Planner:</i>	Angela McEvoy
<i>Head of Information Systems:</i>	Pat Grassick
<i>Senior Engineer – Roads:</i>	Adrian Barrett
<i>Senior Executive Officer – Housing:</i>	Nicola Lawler
<i>Senior Executive Officer – Human Resources (Acting):</i>	Evelyn Brownrigg
<i>County Librarian:</i>	Bernie Foran
<i>Chief Fire Officer:</i>	Declan Power
<i>Senior Social Worker:</i>	Fionnuala Daly

How to Contact Us

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Cash Office, Áras an Chontae	Tel: (057) 86 74308
Laboratory, Mountrath Road, Portlaoise	Tel: (057) 86 64158
Civil Defence HQ, Áras an Chontae	Tel: (057) 86 64106
Local Enterprise Office, Áras an Chontae	Tel: (057) 86 61800
Environment, Áras an Chontae	Tel: (057) 86 74318
Housing, Áras an Chontae	Tel: (057) 86 64222
Human Resources, Áras an Chontae	Tel: (057) 86 64144
Landfill Site, Kyletalesha, Portlaoise	Tel: (057) 86 20653
Library Headquarters, Millbrook, Portlaoise	Tel: (057) 85 94984
Motor Tax Office, Áras an Chontae	Tel: (057) 86 74385
Capital Projects Office, Mountrath Road, Portlaoise	Tel: (057) 86 64157
Planning, Áras an Chontae	Tel: (057) 86 64233
Register of Electors, Áras an Chontae	Tel: (057) 86 64105
Revenue Collection, Áras an Chontae	Tel: (057) 86 64062
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