

Comhairle Chontae Laoise

Laois County Council



Service Delivery Plan 2019

As Adopted by Laois County Council at its meeting on 28th January 2019

SERVICE DELIVERY PLAN 2019

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To: Cathaoirleach and Each Member of Laois County Council

Re: Service Delivery Plan 2019

I enclose, for the consideration of Members of the Council, the Council's Service Delivery Plan for 2019.

The preparation and adoption of a Service Delivery Plan are provided for on a statutory basis in the Local Government Reform Act 2014. The Service Delivery Plan identifies the principal services to be provided by the Council to the public and is consistent with the adopted budget for 2019 and the Corporate Plan 2014-2019.

The Plan is based on the objectives and strategies outlined in the Corporate Plan, in each of the Service Areas, and sets out the actions which the Council intends to take in 2019 so as to meet its commitments to its customers under its numerous policies, plans and programmes including the Local Economic Community Plan 2016-2020. A comprehensive work programme is planned to be undertaken through a variety of service delivery mechanisms, including direct service provision for the most part, by contract, through shared services in co-operation and in partnership with different agencies, through Service Level Agreements such as those with Enterprise Ireland and Irish Water and indirectly through the various grant and assistance schemes to community and other groups.

There is an emphasis in Local Government on performance and on the efficient delivery of services. Progress in implementing the Service Delivery Plans will be monitored by each department and their teams on a regular basis and relevant significant matters will be reported on, as appropriate, in the regular monthly Management Reports to the Elected Council.

There is an obligation also to include in the Council's Annual Report, an assessment of the Council's delivery of services during the year when compared with the Service Delivery Plan and such a statement will be included in the 2018 Annual Report. Assessments of the Council's performance will be undertaken by each Director of Service and his teams at their regular Service Review meetings and a mid-term report will be prepared and presented to the Corporate Policy Group

The adoption of the Service Delivery Plan for 2019 is recommended to Council.

Signed:

John Mulholland
Chief Executive

Introduction

This Service Delivery Plan for 2019 is prepared having full regard to the Councils Corporate Plan in which the Council's Mission Statement and its Core Values and Principals have been outlined as follows:

“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.”

In supporting the democratic process and the mandate of the Elected Representatives as well as recognising the need for a safe, healthy, and a supportive environment for staff, the Council subscribes to the following core values and principles:

Our Values

Core Values:

Local Democracy and 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 and Value for Money

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

Corporate Objectives

The Corporate Objectives of Laois County Council are as follows:

1. To continue to develop Corporate Management and to improve the quality of Customer Services.
2. To effectively manage the Council's Human Resources so as to maximise efficiency in the delivery of services.
3. To strictly monitor and effectively manage the Council's resources to achieve and maximise efficiency.
4. To facilitate and promote sustainable economic development and advance the delivery of key infrastructural projects.
5. To promote and support a socially inclusive community.
6. To promote and implement Risk Management.
7. To foster and promote sustainable environmental initiatives and practices in the County/Region.
8. To implement the Haddington Road Agreement and the Local Government Reform Act 2014.

Corporate Affairs

The areas of Activity and Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Service to Elected Members	To provide an effective support service to Council. To increase awareness of the Council's positive contribution to the community.
Service to Customers	To deliver quality customer focused services responding to the needs of external and internal stakeholders.
Franchise and Elections	To encourage maximum participation in the democratic process and to manage and oversee the process of Local Elections in 2019.
Corporate Governance	To ensure appropriate structures are in place so that the work of the Council is carried out in an open and transparent manner maximizing the use of available resources and in compliance with statutory requirements.

Key Actions for 2019:

1. The ongoing provision by the Chief Executive and his staff of advice, information and guidance to Elected Members in relation to the strategic direction of the Council, in the exercise by the Council of their reserved functions, in support of the policy making role of the Elected Members and in the delivery of the day to day services.
2. Continue to support and develop the role of the Elected Members and to maximise efficiencies in the conduct of the meetings of Laois County Council and its committees.
3. To facilitate the implementation of enhanced customer service delivery arrangements at Áras an Chontae.
4. Plan, prepare and implement the process of Local Elections 2019,
5. Prepare a new Corporate Plan for the period 2019 – 2024 following the Local Elections,
6. Prepare and implement and new Strategic Policy Scheme for the period 2019 – 2024 following the Local Elections,
7. Prepare and arrange for the adoption of Laois County Council's Annual Report for 2018 by 30th June, 2019.
8. Implement the requirements of the Ethics Framework.
9. Prepare and implement a Communications Strategy.
10. Ensure timely publication on the Council's website of the Agenda and agreed Minutes of Council meetings (including Municipal District meetings).

11. Publish the Register of Electors 2019/2020 in accordance with the prescribed timeframes together with any additional Supplements as required. Continue to maintain the Register and publish the draft Register of Electors 2020/2021 in November, 2019.
12. Facilitate and process requests under the Freedom of Information Act 2014, Access to Information on the Environment Regulations and Data Protection Acts.
13. Prepare and submit the annual return in respect of Performance Indicators for 2018 in accordance with agreed deadlines.
14. In association with the Information Technology section, continue with the implementation of the requirements of the General Data Protection Regulations and the Data Protection Act 1988 to 2018.
15. Commence preparation of the Annual Service Delivery Plan for 2020 in December, 2019.

Housing

The areas of Activity and Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Housing	To ensure that all our citizens enjoy an adequate standard of housing accommodation appropriate to their needs, and as far as possible, in a location and tenure of their choice and to provide a responsive and supportive housing service for those in need of assistance.

Key actions for 2019:

1. Achieve the Rebuilding Ireland minimum target of new accommodation units in 2019
2. Progress the Urban Regeneration and Development Fund projects assigned to the Housing Section – CBS Lands and Convent Lands.
3. Progress delivery of social housing on the two urban regeneration project sites – O 'Moore Place and Hepburn Court.
4. Through the Vacant Homes Office examine vacant and derelict homes in the county and identify priority properties that can be quickly brought back into use.
5. Continue to maintain the excellent achievement of 8 week turnaround when re-letting properties.
6. Ensure full compliance with the 2017 Rented Standards the Housing Maintenance department will fit replacement windows to 43 houses, supply and fit fire blankets to all housing stock, supply and fit window restrictors to all housing stock and supply and fit CO alarms to all housing stock.
7. Continue to build on our positive working relationships with the Approved Housing Bodies active in the County to ensure maximum delivery under CAS, CALF and Long Term Leasing.
8. Continue to maintain Council stock to good living standard for all tenants.
9. Continue to ensure suitable emergency accommodation is available to individuals and families that present homeless.
10. Continue to investigate all anti social behaviour complaints and provide a proactive tenant liaison response.
11. Continue to meet the HAP targets for 2019 as set out by the Dept. of Housing, Planning and Local Government.

12. Continue to provide Traveller Accommodation in line with the Traveller Accommodation Programme 2014-2018 (extended to June 2019) and prepare Traveller Accommodation Programme 2019-2024.
13. Continue to meet the Private Rented Inspections targets for 2019 as set out by the Dept. of Housing, Planning and Local Government.
14. Through the HAP Placefinder assist service users living in emergency accommodation and potentially homeless housing applicants to secure tenancies with the Housing Assistance Payment (HAP).
15. Promote and administer the new Rebuilding Ireland Loan scheme effectively and efficiently.
16. Maximise the number of grants awarded under the three Private Grant Schemes – Housing Aid for Older People, Housing Adaptation Grants and Mobility Aids Grants.

Roads and Transportation

The areas of Activity & Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Roads – Our Network	To maintain and enhance the physical road infrastructure of the County to satisfy local, regional and national requirements.
Road Safety	To reduce the number and severity of road collisions within our County.
Roads – Connectivity	To aim to improve Laois as an important transport link in the Midlands.
Roads – Sustainable Transport Systems	To implement the Government’s strategy on smarter travel.

Key Actions for 2019:

1. Undertaking of Health & Safety (work practices) Schedule of Inspections.
2. Complete the already commenced Speed Limit Review by Q2 2019.
3. Restoration Improvement/Restoration Maintenance and Discretionary Maintenance Programmes on circa 50km of road network, as provided for in the 2019 Roadworks Programme (first year of the multi-annual 2019-2021 Roads Programme).
4. Implement the MapRoad system as a GIS for the public road network in County Laois and as an asset management system.
5. Road Safety Working Together Committee to meet on at least 2 occasions in 2019.
6. Undertaking of identified Low Cost Safety Improvement Schemes.
7. Undertaking of approved Urban Regeneration Development Fund projects.
8. Deliver the Winter Maintenance Plan.
9. Develop a Smarter Travel Strategy for County Laois.
10. Advance the land acquisitions and complete construction of the Portlaoise Southern Circular Road Extension.
11. Advance the land acquisitions, award the contract and commence construction of the N80 Maidenhead Realignment Scheme.
12. Ongoing Maintenance and Replacement of 8,000 public lights.
13. Delivery of Footpath Upgrade Scheme 2019 (IPB Fund).

Capital Projects Office 2019

J17 National Enterprise Park

1. Complete advanced site enabling works.
2. Go to tender and appointment a contractor for the delivery of the infrastructure to serve this development.
3. Commence Construction onsite.

Laois Flood Relief Schemes

Mountmellick Flood Relief Scheme

1. Go to tender and appoint consultants for the project level development for this scheme.

Portarlinton Flood Relief Scheme

1. Prepare a brief for the appointment of consultants to the Scheme.
2. Go to tender and appoint consultants for the project level development for this scheme.

Minor Works and Minor Projects

1. Where feasible and within the resources made available prepare applications for submission to the OPW for Minor Works and Minor Projects schemes.

Water Services

The areas of Activity and Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Public Water and Wastewater Schemes	To work in collaboration with Irish Water in accordance with the Service Level Agreement to ensure that a safe, dependable and adequate water supply is provided to the people of Laois, businesses, hospitals and schools in compliance with the European Union (Drinking Water) Regulations, 2014; to operate and maintain Wastewater Treatment Works and Networks in accordance UWWTD thus protecting and enhancing the quality of the receiving environment and supporting the socio-economic development of the County.
Rural Water	Continue to support the Group Water Scheme Sector in conjunction with the National Federation of Group Water Schemes both financially, administratively and technically to ensure that a safe, dependable and adequate water supply is provided to rural population and farming community in Laois in compliance with the European Union (Drinking Water) Regulations, 2014 thus protecting the public health of the people of Laois and supporting the socio-economic development of the agricultural sector. Continue to support rural households to address deficiencies in their private water supply.
Small Private Schemes with a commercial or public activity (SPSs)	Carry out the functions of the local authority as the supervisory authority in order to improve the quality of water intended for human consumption in SPSs in accordance with the European Union (Drinking Water) Regulations, 2014 thus protecting the public health of the people of Laois and supporting the socio-economic and educational development of the County.
Water and Air Quality	To comply with EU Directives and National Legislation on Water and Air Quality by meeting the targets set out in the Laois County Council Environmental Inspection Plan 2019 (RMCEI)

Key Actions for 2019:

Public Water and Wastewater Schemes

Delivery of service in accordance with the **Service Level Agreement (SLA)**.

1. The measures and targets agreed for these measures set within the ASP are grouped into one of 4 categories as below:
 - **Customer** – Providing services that are valued by customers. This is influenced by the CER Customer Handbook and proposed Overall Performance Assessments (POAs).
 - **Internal Process/Compliance** – Adherence to all reporting requirements and meeting regulatory requirements set out by the relevant statutory and regulatory bodies e.g. CER and EPA.
 - **Financial** – Providing a cost effective service, within budgetary constraints.
 - **Learning and Growth** – To continuously improve and drive transformation and change initiatives.
2. In line with the **Joint National Laboratory Strategy**, maximise the usage of the Laois County Council's INAB Accredited Water Services and Environmental Laboratory by IW so as to ensure the future sustainability and enhancement of an accredited Water Services/Environmental Laboratory Service.

Non-SLA Activities - Water Framework Directive

In collaboration with the EPA, LAWCO and all stakeholders, implement the agreed Programme of Measures (POMs) for Integrated Catchment Management.

1. Meet the Targets set out in the **Recommended Minimum Criteria for Environmental Inspections (RMCEI)**.
2. Complete a **5 year Business Plan** to be approved by Management In order to ensure the future viability of the Laois County Council Water Services/Environmental Laboratory, and in particular:
 - o Seek and secure business from neighbouring Local Authorities in accordance with Market Opportunities.
 - o Implement new Scientist Structure in the Laboratory to maintain and enhance the INAB accreditation status in the Laboratory accordance with the accreditation plan included in the 5 year business plan.
3. **Monitor compliance** with the European Union (Drinking Water) Regulations 2014 for all Public Group Water Schemes, regulated Private Group Water

Schemes and small private supplies and extend to those exempt Private Group Water Supplies.

4. **Monitor compliance** with the Waste Water Discharge (Authorisation) Regulations 2007, as amended for 14 no. EPA licensed agglomerations and 13 certified agglomerations.

Rural Water Programme

Work with

1. **Grants:** Allocate grants to active Group Water Schemes as soon as the allocations are notified by DECLG. Monitor progress and works involved in the expenditure of the grants.
2. **Taking in Charge GWSs:** In conjunction with Irish Water, continue the programme of upgrades to active and orphan GWS, to facilitate the takeover by Irish water of same.
3. **Data Acquisition:** Examine and establish current situation on all **Publicly** supplied GWSs and Private GWSs
4. **Subsidies:** Administer subsidies to the 25 active GWSs in accordance with the subsidy scheme
5. **Well Grants:** Administer Well Grants in accordance with the well grant scheme
6. **Reports:** Submit reports and timely recoupment of grants, as required.
7. **Water Quality:** Monitor water quality of the Group Water Schemes –.
8. **Joint National Laboratory Strategy (NJLS):** In line with the NJLS, provide for the future sustainability and enhancement of an accredited Water Services Laboratory.
9. **National Rural Water Review Group Project – Local Authority Service Delivery to Rural Water** - Secure Department approval for the LA National Shared Service Model.

Small Private Schemes (SPSs)

1. Maintain Register and Review
2. Engage with SPSs and ensure that their water supply is monitored
3. Where there are exceedences, consult with Health Service Executive to advise on appropriate action; keep existing protocols for consultation with HSE under review.
4. Follow up and enforce non-compliances including issuing directions
5. Report annually to the EPA on Water Quality
6. Ensure that supplies are registered in accordance with the European Union (Water Policy) (Abstraction Registration) Regulations 2018.

Capital Projects

1. To progress capital schemes in Laois in conjunction with Irish Water thus supporting the socio-economic and educational development of the County.

Public Nuisances:

1. Follow up as cases as they arise.

Unaccounted for Water

1. Put in place Find and Fix in house resource and in conjunction with Irish Water to target a reduction of 400 m³/d in Unaccounted for Water in 2019.

Local Enterprise Office

The areas of Activity and Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Maximising Business Potential	Deliver support services that equip Entrepreneurs, Owners and Managers with the knowledge to plan, grow and sustain productivity, innovation and competitiveness, as well as encourage greater technology uptake.
Collaborate with Enterprise Ireland	Enhance communication with Enterprise Ireland to facilitate potential progression of companies from LEO to EI, facilitating access to relevant EI financial, business and research facilities.
First Stop Shop	Provision of First Stop Shop activities in respect of Business Support, Enterprise Development and Promotion, including Signposting.
Make it easier to do business	Provide supports, guidance and solutions that make it easier for Entrepreneurs, Owners and Managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment.
Promote a Best Practice Enterprise Culture	Act as the catalyst and advocate for the establishment of a best practice enterprise culture among start-ups, micro and small businesses; also promoting enterprise and self-employment as a viable career option among the wider population.
Environment for Start Ups	Implement actions and initiatives that create awareness among potential entrepreneurs of the types of supports available, thereby improving the conversion rate of business ideas to fully-formed enterprises.

Priority actions for 2019 in the context of the Local Enterprise Development 4 year plan are:

1. Increase awareness of the LEO/LA services through an enhanced communications strategy,
2. Strengthen links with Laois Diaspora
3. Market Laois as a place to do business through the promotion of the 'Connect2Laois' brand through the new website and other social media platforms

4. Support clients to effectively respond to Brexit
5. Assist businesses in developing an export strategy,
6. Encourage female entrepreneurs to maximise their full potential in their plans for growth and success,
7. Work with businesses to help them improve the efficiency and profitability of their business,
8. Support entrepreneurs, owners and manager in accessing financial supports and enabling them to plan, grow and sustain productivity, innovation and competitiveness,
9. Provide access to training and mentoring supports to an increased number of participants,
10. Support business in accessing and participating in exhibitions, seminars and networking events,
11. Promotion of the Micro-Finance Ireland Loan Fund,
12. Promotion of Online Trading Vouchers,
13. Liaise directly with Enterprise Ireland regarding the progression pathways for new and existing clients,
14. Refer enterprises to relevant support services,
15. Support sectoral networks to promote the development of clusters
16. Working with other key stakeholder to promote Laois as a place to do business,
17. Work with Enterprise Centres in the county to increase enterprise space offering,
18. Supporting economic actions in the Action Plan for Jobs, the Local Economic and Community Plan etc.

Business Support Unit

The areas of Activity and Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Promotion of Business Information and Enterprise Support Services	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.
Promotion of Economic Activity in the County	To attract Foreign Direct Investment to the County, foster employment and provide the right environment and supports to help all businesses to thrive.

Key Actions for 2019

1. Promote Council support and the Local Enterprise Office to existing and new Laois businesses
2. To promote and develop the "Connect2Laois brand through the new website and other social media platforms
3. To manage the marketing and promotion of the J7 National Enterprise Park
4. To encourage and support the re-establishment of a Laois Chamber of Commerce
5. To support and promote enterprise in the County through the enhancement and improvement of Business Parks through the County
6. To promote Portlaoise as a place to do business through the "Portlaoise Town Team initiative"
7. To promote and support enterprise in the County through the Agri-Food Tourism funding allocation.
8. Access funding for economic development initiatives.
9. Build relationships with Internal, External (SME's), External (Large/FDI), Public Sector agencies for the creation of sustainable employment
10. To support the development of the newly renovated Enterprise Space in Abbeyleix Heritage Centre through the Town and Village renewal scheme
11. To support and assist the 3no. newly established Enterprise Hubs in Portarlinton, Mountmellick & Mountrath.
12. To assist where necessary the advancement of projects allocated funding in the Urban and Rural Regeneration Development Funds

Tourism

The areas of Activity and Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
County Promotion	<p>To promote Laois as a quality tourist destination and events centre.</p> <p>Support and collaborate with industry partners to promote Laois as a vibrant, interesting and distinctive county.</p> <p>Work with key stakeholders, public and private, voluntary and professional, to oversee and implement a new County Tourism Strategy for County Laois.</p>

Key Actions for 2019

Tourism

1. Support the Board of Laois Tourism in the delivery and implementation of Tourism in County Laois.
2. Continue to promote Ireland Ancient East Initiatives in association with Failte Ireland.
3. Work with Fáilte Ireland, Waterways Ireland and the Local Tourism Development Company to promote and work collectively on new Tourism Developments in the County
4. Administer the Council's Tourism Grant Scheme for County Laois.
5. Provide support to new and existing tourism generating festivals and events in County Laois.
6. Provide assistance to, and develop actions to support, the Laois Tourism Board in their implementation of their Strategic Plan for Tourism in Laois 2018-2023.

Property Management

The areas of Activity and Objectives are outlined hereunder in respect of this area.

Areas of Activity	Objective
Property Management	To have an accurate register of all acquisitions property transactions, disposals within the remit of the County Council.

Key Actions for 2019:

Property Management

1. Continue to register all current land interests and land transactions and map those into the Council's Property Interest Register (PIR) system.
2. Continue to accurately record through GIS Property Register for the Council's property assets.
3. Continue to update and review the property register GIS system to ensure alignment with the Fixed Asset Register.
4. Ensure that the acquisition and disposal of all Council property assets are properly registered and managed.
5. Establish a Section 183 register for the Council.
6. Work with the OPW to interface the reviewed PIR with the National State Property Register Database.

Broadband

The areas of Activity & Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Broadband	To promote availability of Broadband through existing Metropolitan Area Network (MAN) and other service providers To support the National Broadband Plan To support the provision of high speed broadband throughout the County

Key Actions for 2019:

1. Assist where possible with the rollout of broadband initiatives in line with the National Broadband Plan
2. Support the rollout of High Speed broadband to all areas of the County.
3. To prepare a Local Digital Strategy for County Laois
4. Support the provision of Mobile Monopoles around the County to remove Mobile signal black spots
5. Support the rollout of High Speed Broadband by providers such as EIR, SIRO, Virgin Media, ENET etc.
6. Support and provide High Speed Broadband Hubs throughout the county.

Planning and Sustainable Development

The areas of Activity and Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Forward Planning	To develop a plan led framework to guide the development of the County which is consistent with national and regional planning policies and the principles of sustainable development.
Development Management	To ensure that high quality services are provided by the Development Management process in an efficient, equitable and consistent manner to all our customers in line with proper planning and sustainable development.
Planning Enforcement	To ensure continued implementation of the Planning Enforcement process in line with relevant Planning and Development legislation.
Building Control	To monitor compliance with Building Regulations and implement the Building Control Management Systems in line with relevant building control legislation.
Unfinished Housing Developments	To continue to take estates in charge in an efficient manner consistent with National Guidelines and Planning and Development Legislation.
Derelict and Vacant Sites Implementation	To address the issue of dereliction and vacancy in the towns and villages of the County in line with the relevant Planning and Development legislation and Derelict Sites legislation.

Key Actions for 2019:

Forward Planning

1. Contribute to the new Regional Spatial and Economic Strategy (RSES) in 2019;
2. Carry out a review of the Laois County Development Plan 2017-2023 following the adoption of the RSES 2019;
3. Contribute to the Urban and Rural Regeneration Development Fund applications as required during 2019;

Development Management

1. Implement the E-Planning project being rolled out nationally with regard to the lodgement of planning applications online.
2. Provide an efficient Development Management service by ensuring all applications are dealt with within a timely manner and in accordance with the relevant legislation.
3. Provide a Pre-Planning Clinic service at Council offices every Thursday and with relevant sections in attendance as required.

Planning Enforcement

1. Deal with all planning complaints within 6 weeks of receipt, take appropriate action by the issue of warnings letters or enforcement notices where required.

Building Control

1. Implement provisions of the Building Control Act and Regulations, maintain Public Register and inspect at least 12% -15% of construction sites.

Unfinished Housing Developments

1. Monitor bonds on a monthly basis and submit claim on bonds as required.
2. Advance progress on current applications for taking in charge, complete the taking in charge of a minimum of 12 estates by the end of 2019.
3. Avail of government grants for site resolution works on unfinished housing developments.

Derelict and Vacant Sites Implementation

1. Target at least 5 high priority Derelict Sites with focus on those in town/village centres which are negatively impacting upon the streetscape and indeed the Tidy Towns scores for these towns and villages.
2. Implement the Vacant Sites legislation by entering sites onto the Vacant Sites Register in 2019.

Local Performance Target
A target of 12 no. estates to be taken in charge in 2019

Heritage & Conservation

Heritage

The areas of Activity and Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Heritage	To record, conserve and raise awareness of the built, natural and cultural heritage of Laois, to promote participation in, access to and enjoyment of Laois heritage by all

Key Actions for 2019:

1. Work on aspects of the Portlaoise Cultural Quarter project, primary Fitzmaurice Place public realm project and Fort Conservation, and conservation of Old St Peter's Graveyard, as part of the overall project.
2. Contribute to the completion, publication and implementation of the Fort Protector Conservation Plan and the Heritage Interpretation plan for Fort Protector.
3. Implement project under the Laois Heritage Plan 2014 – 2019, with support from the Heritage Council, including
 - a. Heritage Awareness programmes (Biodiversity Week, Heritage Week, Science Week)
 - b. Connecting Communities – Work with the community in Timahoe to commemorate the 1100th anniversary of a Viking raid on the monastic site, through a special event in June 2018, and a Viking-themed National Museum outreach event in Science Week.
 - c. Publication of Archaeology guide to the Heath and Swift Conservation Guidelines.
4. Manage site specific conservation projects at Killabban Church, Kilteale Church and Ballyroan Schoolhouse, in partnership with relevant community groups.
5. Work as part of a Steering Group to conserve, maintain and develop Donaghmore Workhouse
6. Work to maximise the benefit to heritage and communities in Laois of the Ireland's Ancient East programme, through project to develop of visitor facilities at the Rock of Dunamase, development and promotion of the Laois Heritage audio guides and app.
7. Work with the culture team as appropriate on the Creative Ireland programme in Laois for 2019.

8. Assist communities and individuals in accessing funding to conserve and promote Laois built, natural and cultural Heritage, including Community Heritage Projects through the Heritage Council.
9. Provide advice and support to local authority staff, Elected Representatives and communities on all aspects of heritage.
10. Contribute to the development of strong heritage networks at local and national level through the Laois Heritage Forum and the Local Authority Heritage Officer Network.

Conservation

The areas of Activity and Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Conservation	To fulfil Laois County Council's obligations under the Planning and Development Act 2000-2014, in relation to Protected Structures and Architectural Conservation Areas and to promote conservation of the built heritage of Laois through the statutory planning process and administration of conservation grants as funding allows

Key Actions for 2019

1. Manage the Built Heritage Investment Scheme, and the Historic Structures Fund and any other funding made available by Department of Culture, Heritage and the Gaeltacht.
2. Provide advisory service in relation to protected structures and assist owners in availing of funding to conserve protected structures.
3. Issue Section 57 Declarations as required by owners and managers of Protected Structures in a timely manner.
4. Take necessary enforcement action under the Planning Acts to ensure that Protected Structures are maintained.

Environment

The areas of Activity and Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Community Initiatives / Tidy Towns	To support and facilitate community development.
Climate Change	To prepare a Climate Change Adaptation Plan for Laois County Council.
Environmental Awareness	To raise awareness by working with schools and community groups.
Local Agenda 21 (LA21)	To promote and facilitate sustainable development at community level.
Litter Management and Enforcement	To continue enforcement of the Litter Pollution Acts, as amended.
Water and Air Quality	To comply with EU Directives and National Legislation on Water and Air Quality.
Waste Disposal, Recovery & Recycling Facilities	To ensure availability of adequate waste disposal, recovery & recycling facilities in the County.
Waste Regulations Monitoring and Enforcement	To enhance levels of waste enforcement in the County.
Waste Management Planning	To comply with requirements of the Eastern Midlands Waste Management Plan.
Cemetery & Burial Ground Management	To maintain the 27 Cemeteries in the ownership of Laois County Council.
Veterinary Service	To provide for the inspection of abattoirs and comply with the Service contract with the Food Safety Authority of Ireland.
Control of Dogs	To provide for the control of dogs in accordance with the Control of Dogs Acts 1986 and 1992.

Key Actions for 2019:

1. Provide financial assistance in accordance with the Community and Tidy Towns Grants Scheme and any other applicable grants as advised.
2. Engage with the Laois Federation of Tidy Towns committees on projects and identify suitable projects which will complement and enhance their existing work schedules.
3. Draft a Climate Change Adaptation Plan for Laois County Council.
4. Host environmental awareness activities for various sectors i.e. green schools teacher workshops, school based workshops with themed specialists e.g. energy, water etc.

5. Provide advice and assistance to the schools that have already been awarded the Green Flag in Laois and also to the schools endeavouring to achieve Green Flag status in May 2019.
6. Identify suitable LA21 projects and have suitable partners to avail of funded projects, as appropriate.
7. Enforce breaches of litter legislation including monitoring authorised temporary signage.
8. Implement the Litter Management Plan 2018 – 2020. Ensure the objectives/aims in the Plan are central to everyday activities & prepare an annual report for the Elected Members.
9. Identify projects which assist in the delivery of raising awareness regarding litter pollution.
10. Promote our activities using various communication tools including print and social media.
11. Ensure effective waste enforcement in the County.
12. Comply with requirements of the Eastern Midlands Waste Management Plan.
13. Prioritise the following waste enforcement areas in 2019 in accordance with national guidelines:
 - C&D Activity & Capacity Challenges,
 - Household waste management compliance including brown bin,
 - Illegal Activity & Unaccounted for Waste
 - i. Authorised treatment facilities
 - ii. Man in the Van
 - iii. Anti-Dumping Initiative
 - Sites containing illegally Deposited Waste
 - PRI Compliance
 - a. Vehicle Producer Compliance Project
 - b. Waste Tyres
 - c. Packaging Enforcement Project
14. Enforce relevant Waste Management Legislation and assist in the local delivery of complementary national and regional awareness campaigns e.g. Pay by Weight, Brown bin etc.,
15. To maintain the 27 Cemeteries in the ownership of Laois County Council.
16. Comply with the Service Contract with the Food Safety Authority of Ireland (F.S.A.I.) in relation to the 11 food business plants and submit all reports and recoupments within the prescribed timeframe.
17. Balance income received with licences issued through An Post's national database.

Water and Air Quality

1. Monitor compliance with 12 Section 4 discharge licences for discharges to water under the Water Pollution Act 1977 as amended.
2. Monitor compliance of Kyletalesha Landfill with its Waste Licence for groundwaters, surface waters and leachate.

3. Inspect 24 domestic waste water treatment plants in accordance with the EPA's National Inspection requirements for 2019.
4. Sample river water in fulfilment of our requirements under the Water Framework Directive and provide resource for engagement and referrals from LAWPro and local catchment assessments, including farm inspections in water bodies at risk, as required to progress achieving Good or High Ecological Status within the prescribed timeframe.
5. Update registers of fuel suppliers, dry cleaners, vehicle refinishers and others subject to various national air quality regulations as a basis for inspection and enforcement to meet our objectives for the protection of air quality and human health from air emissions.
6. Facilitate the extension of the national Ambient Air Monitoring Programme.
7. Responding to water quality, air and noise control complaints and incidents.
8. Meet the Environment requirements of the Laois County Council Environmental Inspection Plan 2019 (RMCEI).

Local Performance Target – Waste Enforcement

The number of litter inspections completed for 2019. (A litter inspection is defined as a two hour patrol by a litter or community warden for the purpose of implementing the Litter Management Act.)

Fire Service

The areas of Activity & Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Fire Brigade Operations	To provide for the rescue or safeguarding of persons and the protection of property from fire and other emergencies.
Fire Service Infrastructure	To provide satisfactory infrastructure for the fire service.
Fire Prevention	To provide for the safe guarding of the public from the hazard of fire in the built environment.
Community Fire Safety	To reduce the number of fires and other emergencies that put lives at risk in accordance with the "Keeping Communities Safe" policy.
Major Emergency Management	To prepare and maintain the Council's ability to carry out its functions in any Major Emergency or other critical incident that might be declared.

Key actions for 2019:

1. Maintain adequate provision for the reception of and response to calls for the assistance of LCFRS.
2. Respond to 100% of reportable/reported fire and other non fire emergencies 24hrs a day 365 days a year - on average 700 p.a. Ongoing to Q4,
3. Provide Senior Fire Officer roster 24/7/365 and provide initial senior Local Authority presence at the scene of a major incident/emergency via the Rostered Senior Fire Officer:
 - a. RSFO to respond and be in attendance within 60 minutes of the call if he/she determines it necessary to attend in accordance with the 1996 Rostering of Senior Fire Officers agreement.
4. Provide appropriate training and development for all LCFRS personnel:
 - a. Provide a minimum of 80 hours on-station training & 20 hours block for all retained personnel in accordance with the 1999 Composite Agreement to maintain our competent person concept.
5. Maintain and improve our stations training facilities including new capital works at Mountmellick and Mountrath Fire Stations subject to capital funding provided by NDFEM.
6. Complete a Trench Rescue Training facility in Abbeyleix subject to capital funding provided by NDFEM.

7. Provide effective supervision, quality training and up to date equipment and safe system of work by using the Local Authority Safety Management System & carrying out Incident Safety Audits - Ongoing to Q4 2019.
8. Continue to survey and audit the location and adequacy of water supplies for fire-fighting purposes, fire-fighting equipment and fire hydrants, subject to agreement with Laois Co. Council/Irish Water regarding water storage levels & reservoir capacity.
9. Maintain LCFRS capability in accordance with our Section 26 Fire and Emergency Operations Plan, showing the provision made by Laois County Council in respect of organisation, appliances, equipment, fire stations, water supplies and extinguishing agents, training, operational procedure and such other matters as may be relevant, and for dealing with operations of an emergency.
10. Ongoing delivery of the Primary Schools Programme to 3rd class pupils in 70 schools in Co. Laois – end of Q4 2019.
11. Maintain a register of fire safety notices served by LCFRS.
12. Carry out Fire Safety in the home talks/demonstrations as necessary- Ongoing to Q4 2019.
13. Assess & respond where appropriate to all planning applications referred to the Fire Service Ongoing to Q4 2019.
14. Engage with relevant parties for all licensed outdoor events held in Co. Laois - Ongoing to Q4 2019.
15. Administer Fire Safety Certificate Application and Assessment process – Ongoing to Q4 2019.
16. Assess Dangerous Substances licence applications- Ongoing to Q4 2019.
17. Assess Licensing applications under Intoxicating Liquor Acts- Ongoing to Q4 2019.
18. Follow up on all fire safety related complaints – Ongoing to Q4 2019.
19. To continually develop and maintain Major Emergency Management capabilities of Laois County Council - Ongoing to Q4 2019:
 - a. Continue with Quarterly audits of key MEM areas such as our Local Co-ordination Centre, Controller of Operations Facilities, Crisis Management Team facilities - Ongoing to Q4 2019.
20. Review Laois County Council's Major Emergency Plan and update as necessary – End Q2, 2019.
21. Comply with M.E.M training schedules as provided by the National Steering Group and Region Working Groups - Ongoing to Q4 2019.
22. Develop Protocols for the alerting and activation of Local Co-ordinating Group, On Site Co-ordination Team and Crisis Management Team members.

Local Performance Target

Target time of 5 ½ minutes response from time of alert to going mobile to the incident.

Civil Defence

The areas of Activity & Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Support to the frontline emergency services. These include large events such as air shows, tall ships, concerts and festivals, sports events. We also support smaller local events such as parades.	To support the frontline emergency services in dealing with severe weather, flooding, major accidents, fire fighting and searching for missing people.
Provide supports to community events	To support community events throughout the year. These include events such as concerts and festivals & sports events. We also support smaller local events such as parades.

Key actions for 2019:

1. To recruit and maintain an active and reliable force of 60 members. To maintain a well trained efficient team to assist in an emergency situation by having at least 138 training classes in 2019.
2. To continue to recruit new members.
3. Carry out a review of Civil Defence operations in Laois and benchmark against similar branches Nationwide.
4. To provide assistance to other Local Authorities as requested.
5. Assist communities with recovery and resilience in the aftermath of any incidents.
6. To provide and maintain the necessary specialist vehicles, plant and equipment for use as a supporting agency for incidents in the County and region as may be required.

Library

The areas of Activity and Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Library	<p>To develop a modern accessible Library and Information service for all sections of the community.</p> <p>To maintain and continue Library Infrastructures.</p> <p>To improve ICT facilities and Digital Libraries throughout the Library branch network.</p> <p>Develop Libraries as Cultural and Learning Centres.</p>

Key Actions for 2019:

1. Continue to work in partnership with LGMA, Department of Rural and Community Development rolling out national initiatives such as Right to Read and Work Matters.
2. Adoption and Launch of Laois Library Development Plan 2019-2023. Build upon the national library strategy *Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities*.
3. Engage with all sections of the community through national events and activities such as Creative Ireland, Seachtain na nGaeliga, Bealtaine, Heritage Week, Children's Book Festival ,Laois Literary Events and Healthy Ireland.
4. Introduce Age Friendly library services in main Libraries in the county.
5. Upgrading of ICT facilities in all library service points creating digital spaces.
6. Piloting of the Open Library service in Portarlinton Library
7. Progress to Construction Stage with new Library at Main Street, Portlaoise.
8. Continue to upgrade Library Website and social media pages to publicise and promote Library services to all.
9. Continue with Local history Digitization and uploading of records to Laois Digital Archive.
10. Provide and upgrade high quality Free WiFi, IT facilities and provide access to printing and scanning facilities in all branches.
11. Provide and promote free access to online resources eBooks, eLearning, e-Languages.

Community, Arts, Sport & Water Safety

The areas of Activity & Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Laois Local Community Development Committee	To promote and assist an integrated approach to local and community development through plans and programmes both monitored and delivered by Laois Local Community Development Committee.
Social Inclusion and Equal Opportunities for all	To support delivery of services to the socially excluded throughout the County and where appropriate, to encourage civic engagement by those most excluded.
Laois Public Participation Network	To support the work of Laois PPN as the vehicle through which the Community, Social Inclusion and Environment sectors are represented in the local authority and other forums. To further develop the PPN to highlight the importance of civic participation and to ensure that the voice of the Community, Voluntary and Environmental sectors is heard.
Youth Democracy and Participation	To promote the participation of young people in decision making of service providers in the County and to encourage their input into the future development of our county through local authority youth programmes and Laois Comhairle na nÓg.
Age Friendly	To deliver quality services within existing structures, through co-operation and collaboration, ensuring resources are aligned and used with maximum efficiency and effectiveness for the ageing population of the County. To support existing collaborative structures in delivering the Age Friendly Programme in Laois.
Joint Policing	To support community policing initiatives in Laois and to further develop strategic relationships with An Garda Síochána and communities through the Joint Policing Committee structures.
Town and Village Renewal / Rural Regeneration	To deliver upon initiatives and funded programmes aimed at renewing our rural

	towns and villages, both aesthetically and economically and to support the ongoing development by communities in this regard.
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Key Actions for 2019:

- **Local Community Development Committee (LCDC)**

1. Monitor and ensure optimum delivery of the Social Inclusion Community Activation Programme (SICAP) in 2019, a programme valued at €586,627 annually.
2. Complete a review the Local Economic and Community Plan 2016-2021 in 2019 and re-convene the LECP Steering Group in this regard.
3. Monitor and ensure delivery by Laois Local Action Group (LAG) of the LEADER Programme in 2019 and through this the delivery of objectives of the Laois Local Development Strategy 2014-2020. Programme value for period is €7.1m.
4. As Financial Partner in respect of the LEADER Programme 2014-2020, carry out all financial checks on LEADER projects, claims and administration claims, including the new responsibility for local authorities of Article 48 checks prescribed in EU Regulations, previously carried out by Pobal.
5. Deliver upon all DRCD funding schemes rolled out to the LCDC, including the Community Enhancement Programme, estimated value in 2019 of €280,000.
6. Monitor the delivery of the Healthy Laois Plan 2018-2020, develop an implementation plan specific to 2019 and work with collaborative partners to achieve actions.

- **Social Inclusion**

1. Support and promote social inclusion in Laois, working collaboratively with other partners to do so.
2. Support the work of interagency partners in respect of the engagement and inclusion of the Traveller community.
3. Continue to administer to the Age Friendly Alliance and support the work of the Older People's Forum to drive the implementation of the Laois Age Friendly Strategy 2016-2021.
4. Support the work of partners in engaging with and assisting migrant communities. Support the Laois Integration Strategy which will be

launched by the interagency Asylum Migrant Integration Steering Group in 2019 and deliver on local authority actions within.

5. Facilitate schools engagement programmes, e.g., Skills at Work and commence development of other programmes to increase awareness of local democracy and the work of the local government.
6. Support Laois Comhairle na nÓg to be the voice of young people in Laois and provide ways in which young people are included in shaping policy/plan making that will affect their lives and future.

- **Community Development**

1. Compile a Socio-Economic profile of County Laois, giving a snapshot of the demographic of our county, particularly in the small area populations and highlighting the towns of Portlaoise and Portarlington.
2. Support the development of Laois PPN and its work plan in 2019, particularly the development of Special Interest Groups and to ensure appropriate representation on local authority and other committees. Promote the PPN as the vehicle to support the “joined up” approach to raising and resolving of issues.
3. Work collaboratively with communities to support the physical and economic development of their local areas, through the Town and Village Renewal and Rural Regeneration and Development Schemes, both existing projects to be completed and application for funding in 2019.
4. Highlight and acknowledge the contribution of the community/voluntary, social inclusion and environmental sectors in Laois, by hosting the Annual Community & Voluntary Awards in 2019.
5. Continue to support the work of Laois Joint Policing Committee in 2019. Review the 5 year JPC Strategic Plan 2019-2021 and commence preparation of a new Strategic Plan.
6. Administer the 2019 Elected Members Discretionary funding to provide assistance to community projects across Laois.
7. Seek out suitable projects for entry in the 2019 Pride of Place competitions and if appropriate, work with entrant groups throughout the competitive process.

Arts

The areas of Activity & Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Inclusive and Creative Communities	To celebrate and increase public engagement in the arts in our county, particularly those for whom access to the arts is difficult.
Children and Young People	To support and encourage our children and youth to experience and develop through the arts.
Supporting artistic capacity and infrastructure	To underpin and support a suitable range of artistic infrastructure and capacity build both the built and community artistic infrastructure.
Collaborative working	To deliver our objectives by working in cooperation with our national and local partners.

Key Actions for 2019:

1. Implement the strategic objectives of the Arts Plan 2018-2022 by developing an annual action plan for 2019, also fulfilling the actions in the Arts Framework Agreement 2018 – 2025.
2. Devise and implement a 2019 Creative Ireland Laois Programme, in accordance with the objectives of the overall Creative Ireland Laois Programme 2018-2022.
3. Devise and commence implementation of a public art plan for Laois in 2019.
4. Oversee the development and installation of public art in Portlaoise in 2019.
5. Further develop partnerships with the Arts Council, Government Departments, Laois/Offaly ETB, ALAAO, NAYD, Poetry Ireland, the VAI and local partners.
6. Work collaboratively with partners on the Laois and Offaly Local Creative Youth Partnership, to develop a plan under the Local Creative Youth Partnership Initiative.
7. Promote and participate in national and local annual events such as Culture Night, National Drawing Day, Bealtaine Festival, Cruinniú na nÓg, the Leaves Literature Festival and other events as they are advised.
8. Administer schemes e.g., Arts Act Grants, Tyrone Guthrie Centre Bursary, Artist residencies and provide support and advice to local festivals and community arts events.
9. Continue to implement the Artist in Schools scheme in 9 schools in Laois and the Summer Arts Programme across the county.

10. Explore the potential in 2019 of our county's location as a creative hub and/or location for film making.
11. Continue to oversee the facilitation of Laois Youth Theatre, with over 100 participants and endeavour to expand the programme in Laois in 2019 from a participant and performance perspective.
12. Continue to support and develop our artistic infrastructure including the Laois Arthouse, Dunamaise Arts Centre, Laois Music Centre and other artistic facilities.

Music

1. Maintain and enhance enrolment in Laois School of Music.
2. Continue to provide a high standard of music education for LSM students by hosting national and international exams (RIA and Associated Board) to cater for over 120 pupils annually.
3. Continue implementation of the Music Generation Laois Strategic Plan 2016-2020, with programming to include traditional music, School of Rock and Pop, Orchestral, Choral, Harps and Pipes, and Stampede Drumming programmes.
4. Continue in 2019 to seek out and avail of local, national and international performing opportunities for LSM and MGL students.
5. Review Articles of Association for Laois School of Music and management arrangements in respect of LSM and MGL.
6. Assist with the development of the Portlaoise Cultural Quarter, particularly the further enhancement of Laois Music Centre.

Sport, Recreation, Play and Water Safety

The areas of Activity & Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Sport, Recreation and Play	To promote inclusion of people from all backgrounds and abilities in our planning with regard to sport, recreation and play.
Healthy and Active Living	To promote physical activity in forms to ensure good health and well being for all.
Facilities	To maintain to high standard our sporting and recreational facilities and support the development of other such facilities in our county.
Support	To support sporting and community organisations in accessing funding and promote the development of all genres of sport and recreation.
Collaborative working	Endeavour to work in cooperation with partners in all sectors to achieve our common goals.

Key Actions for 2019:

Sport, Recreation and Play

1. Commence implementation of the Sport, Recreation and Play Strategy 2018-2022 by developing an annual implementation plan for 2019.
2. Secure funding from various government departments to enable delivery of a range of national programmes and events that promote inclusive participation in sport, recreation and play.
3. Maintain to high standard and promote 20 public play spaces ensuring a quality experience for all users.
Specifically, further develop Abbeyleix Playground with infrastructural works and make a further application for funding in 2019 under the DCYA Capital Infrastructure for Play and Recreation Programme.
4. Carry out an assessment in relation to accessible play equipment in our playgrounds in 2019.
5. Develop Parks and Recreational Spaces Bye Laws in 2019.
6. Oversee development of all rural recreation infrastructural works in 2019, both Council led and collaborative projects, e.g., CLÁR, ORRIS, Outdoor Urban

Adventure, Town and Village Renewal, and make further applications under each scheme, where appropriate, in 2019.

7. Arrange for the preparation and circulation countywide copies of Summer Activities Booklet for families in County Laois.
8. Further strengthen community cohesion by developing strong partnerships with Laois Sports Partnership, NGB's and local sporting groups in 2019.
9. Continue to work in collaboration with local and national partners to assess the feasibility of developing an indoor sporting facility and disability sport centre of excellence in Laois.
10. Continue to assist community groups and clubs to develop quality sport, recreation and play facilities through the provision of advice, training and information.
11. Support key stakeholders in the ongoing development of Portlaoise College Athletic Track.

Water Safety

1. Continue to oversee and support the ongoing delivery of the Primary Aquatics Water Safety Programme to 40 primary schools in County Laois in 2019.
2. Maintain ring buoys and water safety signage erected by Laois County Council in 10 locations countywide.
3. Continue to raise awareness of water safety through the delivery of 4 key water safety events during Water Safety Awareness Week 2019.

Financial Management and Motor Taxation

The areas of Activity and Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Financial Management	To provide effective management of the Council's finances and resources to ensure delivery of the Council's objectives and to achieve and maximize efficiency.

Key actions for 2019:

1. Implement the budgetary control framework across all revenue divisions and capital programmes.
2. Monitor and manage the 2019 budget allocations for revenue and capital.
3. Provide monthly financial management reports to the Management Team detailing Expenditure / Income against budgets for revenue and capital.
4. Provide quarterly financial management reports to the Corporate Policy Group detailing Expenditure / Income against budgets for revenue and capital.
5. Daily / weekly monitoring of cash balances to ensure optimum use of cash/overdraft facilities.
6. Monthly reporting on debt collection performance.
7. Maximise all income streams and focus on debt collection.
8. Ensure all those who should pay rates, are set up for billing purposes.
9. Payment of:
 - a) Trade Suppliers within 30 days,
 - b) Engineering Certificates within 14 days,
 - c) Utilities within 14 days,Although the terms of trade suppliers are 30 days, we aim to pay as many suppliers as possible within 15 days in accordance with the Prompt Payments legislation.
10. Complete the Annual Financial Statement 2018 on or before the end of March 2019.
11. Prepare the budget for 2020 between 1st November 2019 and 29th November, 2019, with budget to be adopted by the Members within 14 days of the Budget meeting. Budget Book and CSV file to be with the DECLG by 31 December 2019.
12. Continue to implement the Mortgage Arrears Resolution Process, the Mortgage to Rent Scheme and Shared Ownership re-structuring where deemed necessary.
13. Continue to develop efficient payment methods for all customers, including payment on line.
14. Motor Taxation – Continue to provide a flexible service to meet customer requirements.
15. Submit Statutory / EU IMF returns within the prescribed timelines:

a) GGB/Quarterly Revenue, Capital and Debtors

Q4 2018	Friday 22 nd February 2019
Q1 2019	Friday 24 th May 2019
Q2 2019	Friday 23 rd August, 2019
Q3 2019	Friday 22 nd November, 2019
Q4 2019	Friday 24 th February 2020

b) 2019 Borrowing Return

Q1 2019	Wednesday 17 th April, 2019
Q2 2019	Wednesday 17 th July, 2019
Q3 2019	Thursday 17 th October, 2019
Q4 2019	Thursday 16 th January 2020

Local Performance Target
Complete the Annual Financial Statement 2018 on or before the end of March 2019.

Human Resources

The areas of Activity and Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Recruitment and Selection	To source the appropriate human resources to meet the needs of the Council in accordance with the Workforce Plan.
Human Resources Policies, Procedures and Practices	To implement a 'People Strategy' for Laois County Council To develop and communicate policies to ensure compliance with employment legislation, and implement effective HR management systems.
Staff Training and Development	To train and develop staff in the skills and competencies needed to achieve organisational, team and individual objectives.
Industrial Relations	To maintain stable relationships between management, employees and union representatives.

Key Actions for 2019:

1. Review Workforce planning requirements in line with the new Corporate plan 2019-2024.
2. Recruit in accordance with the requirements specified in the Council's Workforce Plan, Departmental Guidelines and support the delivery of labour activation measures as appropriate.
3. Progress a phased implementation of a 'People Strategy' for Laois County Council in 2019 and plan for further implementation measures in the medium term.
4. Develop and communicate H. R. policies as required.
5. Examine and review internal communications, within the overall Communications Strategy.
6. Ensure effective management of the CORE HR systems and the retained payroll/superannuation function.
7. Prepare and implement a staff Training and Development Programme for 2019.
8. Meet with Unions regularly to maintain a stable industrial relations environment and ensure compliance with the Public Service Agreements.

Information Technology

The areas of activity and objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Information Technology	To ensure that the Council has in place modern and efficient technological, information and communication systems capable of meeting the needs of the Council and its customers.

Key actions for 2019:

1. Continue and complete the migration of the IT infrastructure and user accounts from the LGMA managed National 'Forest' to the newly created local Laois Domain.
2. Review the network infrastructure and plan for the upgrade of critical devices over a 3 year period.
3. Review existing IT security systems and operations to provide 'on' and 'off' network protection to all devices across multiple defence layers, including Mobile device Management.
4. Complete the annual review of licensing requirements for OS/Office desktop software and plan for end of life replacement and upgrade where required.
5. Continue the switchover to browser-based Geographical Information System (GIS) and standardisation of GIS software across the organisation.
6. Migrate to latest licensing requirements for AutoCad software.
7. Support Housing in the identification and delivery of a Document and Process Management System
8. Agree and begin the implementation of the upgrade plan for telephone and communications systems
9. Review existing Backup systems and investigate cloud based or alternative off site solutions.
10. Finalise Proof of Concept and progress to upgrade connectivity to Government Networks, area offices and libraries.
11. Review and document existing Contracts for Services and re-tender where required in line with procurement guidelines.
12. Continue to promote the inclusion of Eircodes in new and existing systems in line with Department of Public Expenditure and Reform circulars and in collaboration with the LGMA.
13. Continue to maintain and update the council Web Sites and Intranet and continue to facilitate the deployment of online services.
14. Continue to support staff and Councillors through a professional and efficient IT Support system.

Risk Management

The areas of activity and objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Risk Management	To support the organization in delivering its objectives through minimizing associated identified risks and providing guidance and assurance.

Key Actions for 2019:

1. Review and update the Risk Management Register.
2. Insure the Local Authority against all relevant risks.
3. Complete the Internal Audit Plan 2019.
4. Assist with the Local Government Audit and with the Food Safety Authority, the Fire and Emergency External Validation Groups assessment, the Service Indicator verification process, Irish Water's reporting and audits and Enterprise Ireland's audit of the micro enterprise programme and its other quarterly and annual verifications.
5. Address appropriately any issues raised in the audits.
6. Facilitate a minimum of four meetings of the Audit Committee in 2019.
7. Update the Property Interest Register.
8. Report to the National Oversight and Audit Commission on any issues raised by it.
9. Implement the recommendations of Value for Money Reports/Studies.

Procurement

The areas of Activity and Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Procurement	To advance the procurement of goods and services in a transparent and more cost effective manner in accordance with the best practice and legislative requirements of public procurement.

Key Actions for 2019:

1. Ensure that all supplies over €25,000 and works over €50,000 not covered by an Office of Government Procurement (OGP) National Framework are advertised on the eTenders website and are evaluated and awarded in accordance with EU Directive 2014/24/EU which was transposed into Irish law on 18th April 2016.
2. Ensure that Laois County Council participates in all available OGP Frameworks and that all Service Areas comply with the terms of these Frameworks Agreements.
3. Ensure that Laois County Council participates in all relevant Local Government Operational Procurement Centre (LGOPC) Frameworks on supplygov.ie and ensure that all mini competitions are conducted by Service Areas in accordance with the rules of the relevant Framework Agreements.
4. Encourage the use of the quotation facility on Supplygov.ie and E-Tenders and its integration with Agresso Milestone 4.
5. Develop organisational capacity and capability to deliver successful procurement.
6. Ensure that Laois County Council partakes in the Minor Building Works – Residential Framework when it is in place.
7. Ensure that Laois County Council partakes in the National Debt Collection Service and the Property and Valuation Services Frameworks.
8. Explain the Dynamic Purchasing System to local Small and Medium Enterprises as a means of gaining entry to the public procurement system.
9. Develop and rollout a Contract Management System.
10. Encourage centralised procurement of facility management and maintenance.
11. Prepare guidelines and procedures to initiate full electronic tendering processes.
12. Ensure that the correct Procurement Type and Procurement Referencing is clearly stated on all Requisition Orders.
13. Implement new Spend Data Management System and its integration with Agresso Milestone 4.

Health and Safety

The areas of Activity and Objectives are outlined hereunder in respect of this area:

Areas of Activity	Objectives
Safety Health and Welfare	To provide: Safe places of work, Safe Systems of work, Safe Plant and Equipment, Safe and healthy employees, so far is reasonably practicable.

Key Actions for 2019:

1. Health and Safety Staff Training programme rollout – (Q 1, 2, 3 and 4).
2. Monitoring of our Safety Management System through a Safety Inspection Programme (c 250 inspections) and Incident Investigation as appropriate.
3. Prioritising preventative/corrective action programme within each Department - (Q 1, 2, 3 and 4).
4. Provision of appropriate occupational health services - (Q 1, 2, 3 and 4).
5. Maintain and enhance safety communication mechanisms - (Q 1, 2, 3 and 4).
6. Upgrade lone working IT based system (Q 2).
7. Review of statutory plant arrangements as we have a new Insurance Company engaged (Q1/Q2)
8. Continued rollout of an IT based interactive Safety Management System- (Q1, 2, 3, and 4).
9. Enhance GDPR arrangements as appropriate

My Pay

The areas of Activity and Objectives are outlined hereunder in respect of this area

Areas of Activity	Objectives
Project Planning and Implementation	Develop and implement a roll-out schedule to have all Local Authorities live by the end of 2019. Develop and implement a roll-out schedule to migrate Wave 6 Local Authorities into MyPay by the end of 2019.
Payroll	Ensure all payees in the sector are paid accurately and on time.
Superannuation	Develop a Centre of Excellence for superannuation for the sector.
Quality Management	Develop a quality management system to facilitate the delivery of a quality payroll and superannuation service.

Key Actions for 2019:

1. Migrate Wave 6 Local Authorities into MyPay by the end of 2019.
2. Make €800,000,000 in total payments to approximately 43,000 Local Authority payees in 2019.
3. Continue to achieve accuracy levels greater than 98% target. MyPay currently achieve 99.9% accuracy.
4. Progress the Superannuation rollout to wave 3 Local Authorities by the end of 2019.
5. Manage the new Single Public Service Pension scheme for the Local Government Sector.
6. Manage the creation and submission of all payroll related taxation requirements on behalf of our client local authorities as their tax agents.
7. Provide advice and support to all local authorities and participate in policy formulation for the sector in relation to payroll.
8. Comply with all Key Performance Indicators (KPI) and service level obligations as set out in the Payroll Service Level Agreement.
9. Provide accurate pension entitlement statements for our client local authorities.
10. Provide advice and support to all local authorities and participate in policy formulation for the sector in relation to superannuation.
11. Comply with the following Key Performance Indicator (KPI) obligations:

Category	No.	KPI	Target	Reporting Period
Accuracy	1.1	Incorrect net pay due to Client error as a percentage of number of payees.	Less than 2%	Quarterly
	1.2	Incorrect net pay due to Service Provider error as a percentage of number of payees.	Less than 2%	Quarterly
Timeliness	2.1	No. of delays to payroll runs due to the Client.	Less than 4 per quarter	Quarterly
	2.2	No. delays to payroll runs due to the Service Provider.	Less than 4 per quarter	Quarterly
	2.3	EFT payment file submitted for payment to the bank in accordance with the payroll timelines	100%	Quarterly
Compliance	3.1	Submit month end and year end returns to Revenue by statutory dates	100%	Quarterly
	3.2	P60's sent to employees by Statutory date	100%	Annually
Customer Service	4.1	Percentage of queries to service desk resolved within target times.	90%	Quarterly
	4.2	Number of queries received by the Service Provider	N/A	Quarterly

11. Monitor and report on performance to ensure that agreed service levels are being met or exceeded.

12. Actively review our processes to support our continuous improvement targets.

13. Manage and report on the mitigation of risk in the centre.