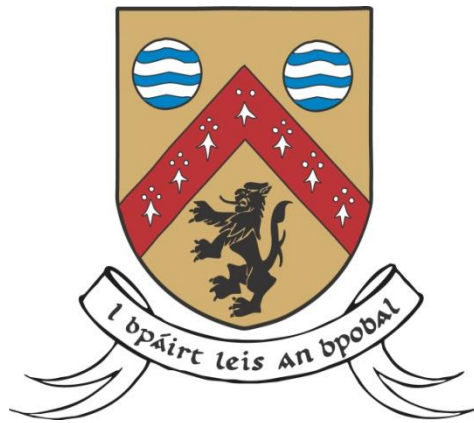


Laois County Council



Service Delivery Plan 2016

As Adopted by Council at its meeting of 25th April, 2016

SERVICE DELIVERY PLAN 2016

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To: Cathaoirleach & Each Member of Laois County Council

Re: Service Delivery Plan 2016

I enclose, for the consideration of Members of the Council, the Council's Service Delivery Plan for 2016.

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 2016 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 2016 so as to meet its commitments to its customers under its numerous policies, plans and programmes including the draft 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 & assistance schemes to community & 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 2016 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 2016 is recommended to Council.

Signed:

John Mulholland
Chief Executive

Introduction

This Service Delivery Plan for 2016 is prepared having full regard to the Councils Corporate Plan in which the Council's Mission Statement and its Core Values & 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 & 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.

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 and
8. To implement the Haddington Road Agreement and the Local Government Reform Act 2014.

Corporate Affairs

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

Areas of Activity	Objectives
Service to Elected Members	<p>To provide an effective support service to Council.</p> <p>To increase awareness of the Council's positive contribution to the community.</p>
Service to Customers	To deliver quality customer focused services responding to the needs of the community.
Franchise and Elections	To encourage maximum participation in the democratic process.
Corporate Governance	<p>To put structures in place to ensure that the work of the Council is carried out in an open and transparent manner maximizing the use of available resources.</p> <p>To ensure that the Council and its employees operate in an ethical manner and are accountable to its customers and the public at large.</p>

Key Actions for 2016:

1. The ongoing provision by the Chief Executive and his staff of advice and guidance to the 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. Prepare an annual update for the Members of Laois County Council and Óireachtas Members in respect of progress under Laois County Council's Corporate Plan 2014 – 2019.
4. Arrange for a review of the Corporate Plan 2014 – 2019 to reflect the contents of and ensure consistency with the LECF.
5. Carry out a review of the Customer Charter in consultation with relevant stakeholders.
6. Prepare and arrange for the adoption of Laois County Council's Annual Report for 2015 by 30th June, 2016.
7. Implement the requirements of the Ethics Framework.

8. Publish the Register of Electors 2016/2017 in accordance with the prescribed timeframes. Continue to maintain the Register and publish the draft Register of Electors 2017/2018 in November, 2016.
9. To co-ordinate and manage any necessary upgrades to Council buildings under the remit of Corporate Affairs.
10. Prepare and publish the Model Publication Scheme pursuant to the Freedom of Information Act 2014.
11. Facilitate and process requests received under the Freedom of Information Act 2014 and Access to Information on the Environment Regulations.
12. Prepare and submit the annual return in respect of Performance Indicators for 2015 in accordance with agreed deadlines.
13. Facilitate civic receptions in accordance with agreed Protocols.
14. Update the Property Interest Register with details of current transactions.
15. Improve Customer Service facilities.
16. Commence preparation of the Annual Service Delivery Plan for 2017 in December, 2016.

Housing

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

Areas of Activity	Objectives
Housing	To ensure that every household will have access to secure good quality housing suited to their needs at an affordable price in a sustainable community.

Key actions for 2016:

1. Meet the Social Housing Strategy targets for 2016 – 2017. 10 units to be provided from acquisitions in 2016; finalise the tender documents and proceed to contract for the construction of 33 units at Conniberry Way, Portlaoise; finalise Part VIII for 8 units at Pattison Estate Mountmellick and 8 units at Shannon St. Mountrath.
2. 9 units to be allocated to Traveller Families in 2016 under the Traveller Accommodation Programme 2014 - 2018.
3. Return casual vacancies for letting within 6 weeks unless major improvement works are required.
4. Maintain the current Rental Accommodation Scheme stock of 166 units and seek a further 10 units under the scheme in 2016.
5. Promote the uptake of the Leasing Initiative with Approved Housing Bodies where an extra 33 units are targeted for delivery in 2016 subject to available funding.
6. Promote the Capital Assistance Scheme with Voluntary Bodies to meet special category of housing needs subject to Department funding.
7. Maintain Council stock to a good living standard.
8. Undertake adaptations and extensions to existing social housing stock under the Department of the Environment, Community and Local Government's (DECLG) scheme Adaptations & Extensions to Social Housing Stock, Disabled Persons Grants and Extensions and Improvement Works in Lieu of Housing.
9. Seek funding as required under the DECLG's Return of Vacant Social Housing Properties to Productive Use 2016 Programme.
10. Undertake upgrades to 90 local authority houses under the DECLG's Energy Efficiency Retrofitting Programme (attic & wall insulation & draught proofing to windows and doors).
11. Advise tenants of the availability of the Incremental Purchase Scheme.
12. Allocate funding to eligible applicants under the 2016 Housing Adaptation Grant Schemes for Older People and People with a Disability.
13. Introduce Choice Based Lettings.
14. Prepare for the introduction of the Housing Assistance Payment Scheme.

15. Source appropriate suitable accommodation for service users living in emergency accommodation and eliminate the dependency on accommodation provided by hostels and B&B's.
16. Implement the Control of Horses Bye-Laws.
17. Investigate all anti social behaviour complaints.
18. Advance Loans to support eligible first time buyers to purchase their own homes.

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 2016:

1. Undertaking of Health & Safety (work practices) Schedule of Inspections.
2. Complete the already commenced Speed Limit Review by Q4 2016.
3. Restoration Improvement/Restoration Maintenance and Discretionary Maintenance Programmes on 54 Km of roads as provided in the 2016 Roadwork’s Programme.
4. Provision for Traffic Calming measures under National Pilot scheme in at least 3 Housing Schemes.
5. Road Safety Working Together Committee to meet on at least 2 occasions in 2016.
6. Undertaking of identified Low Cost Safety Schemes.
7. Deliver the Winter Maintenance Plan.
8. Develop a Smarter Travel Strategy for County Laois.
9. Advance Planning & Design of Portlaoise Southern Circular Route.
10. Advance the design and land acquisition for the N80 Maidenhead Realignment Scheme.
11. Ongoing Maintenance of 8,000 public lights.
12. Continue to liaise with our scheme partners to develop the Slieve Bloom Mountain Bike Trail Project & Cycle Greenway.
13. Extend the provision of Parking by Text around Portlaoise town by the end of Quarter 2.

Water Services

The areas of Activity & 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 thus protecting the public health of the people of Laois 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. Implement the new National Lead Strategy Financial Assistance Scheme
Small Private Schemes	To ensure that a safe, dependable and adequate water supply is provided by the Small Private Water Suppliers 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 and educational development of the County.
Water & Air Quality	To comply with EU Directives and National Legislation on Water & Air Quality. To comply with the Laois County Council Environmental Inspection Plan 2016

Key Actions for 2016:

Public Water and Wastewater Schemes

Delivery of Service under Annual Service Plan with Irish Water and in accordance with the Service Level Agreement

1. Implement the Annual Service Plan, as agreed with Irish Water.
2. Aim to meet a number of key performance indicators (these are joint KPI's between Irish Water and Laois County Council) under the following categories:
 - Customer, e.g. response times to customers, customer complaints handling,
 - Internal Process/Compliance with Water and Waste Water Regulations, water leakage management,
 - Capital Investment Plan,
 - Financial, e.g. budget compliance/financial targets,
 - Health & Safety,
 - Irish Water Reporting Requirements,
 - Transformation Initiatives,
 - Compliance with Irish Water Protocols.

Non-Service Level Agreement Activities - Water Framework Directive

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

1. Meet the Targets set out in the Recommended Minimum Criteria for Environmental Inspections.
2. Achieve accreditation to ISO 17025 for drinking water check parameters for Laois County Council Environmental & Water Quality Laboratory.
3. Monitor compliance with the European Union (Drinking Water) Regulations 2014 for all 27 Public Water Supplies, 22 Public Group Water Schemes, 9 qualifying Private Group Water Schemes and 87 Small Private Supplies with a commercial or public use.
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 Department of the Environment, Community and Local Government in the operation and implementation of the new Multi Annual Programme 2016 – 2018.

1. Allocate grants to 10 active Group Water Schemes as soon as the allocations are notified by the Department of the Environment, Community and Local

- Government. Monitor progress and works involved in the expenditure of the grants.
2. Continue the programme of upgrades to active and orphan Group Water Schemes.
 3. Examine and establish current situation on all 50 publically supplied GWSs and 30 Private Group Water Schemes.
 4. Administer subsidies to the 25 active Group Water Schemes in accordance with the subsidy scheme.
 5. Administer Well Grants in accordance with the well grant scheme.
 6. Submit reports and timely recoupment of grants, as required.
 7. Monitor water quality of the Group Water Schemes – target to undertake 66 tests/audits in 2016.
 8. Lead the Strategy for the re-structuring of the delivery of the Rural Water Programme based on a shared service delivery model on a regionalised structure.
 9. Raise awareness of the new domestic Lead Remediation Financial Assistance Scheme through advertisement in the local press, radio and Laois website.

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.
4. Follow up and enforce non-compliances including issuing directions.
5. Report annually to the EPA on Water Quality.

Water & 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 22 domestic waste water treatment plants in accordance with the EPA's National Inspection Plan 2015 – 2017.
4. Sample river water at 69 locations in fulfilment of our requirements under the Water Framework Directive and provide investigative monitoring, including farm inspections, and integrated catchment management as required to progress achieving Good or High Ecological Status within the prescribed timeframe.
5. Compile 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. Meet the Water Services requirements of the Laois County Council Environmental Inspection Plan 2016.

Capital Projects

1. Prepare designs and contract documents to go out to tender for a further 8.5km of water mains replacement under Contract No. 2 of the Water Conservation Project. This design phase will be completed during 2016.
2. The Portarlinton Water Supply Improvement Scheme Advanced Contract at La Bergerie well field was issued to tender in 2015. A 12 month Design & Build contract with a 12 month operations service to be awarded by April 2016.
3. The Portarlinton Wastewater Treatment Plant Upgrade contract was issued to tender in 2015. A 7 month Design & Build contract with a 12 month operations service is expected to be awarded by May 2016.
4. The Mountmellick Wastewater Treatment Plant Upgrade is currently under design as a Minor project and tenders to be invited for its construction during 2016.
5. In 2015, Flow Monitoring and Autosampling installation at 3 Wastewater Treatment Plants commenced. This will be completed in the early months of 2016.
6. Wastewater Drainage Modelling of flow and load for Portlaoise, Portarlinton and Mountmellick to be advanced with the engagement of Consultants during 2016.

Local Enterprise Office

The areas of Activity & 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.

Key Actions for 2016:

The key activities for the Local Enterprise Office are as follows:

- Business Information & Advisory Services.
- Enterprise Support Services.
- Entrepreneurship Support Services.
- Local Enterprise Development Services.

LEO has its own Service Plan summarised below:

1. Engage with educational partners to support enterprise and wider economic development in Laois.
2. Develop business case studies of successful Laois businesses.
3. Maintain marketing platform of "Invest Laois" through Web & Social networking.
4. Develop "Living in Laois" proposition.
5. Explore financial supports for businesses in Laois.

Business Support Unit

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

Areas of Activity	Objectives
Promotion of Business Information and Advisory 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 Enterprise Support Services	To focus on the needs of existing enterprises, to reinforce the progression of small businesses, enhance their competitiveness, innovation and management capability.

Key actions for 2016:

1. Promote Council support & the Local enterprise office to existing and new Laois businesses.
2. Establish a new Business Support Unit at County Hall.
3. Develop and implement a Marketing Strategy for Laois with enterprise and tourism modules, to include brochures, apps, videos and web content.
4. Organise meetings of local public enterprise partners to discuss collaboration to harness the enterprise potential of Laois and of the Midlands and facilitate the establishment of an industry-led CEO Forum in the Midlands.
5. Organise and promote Expo of Laois Business.
6. Access European and National funding for economic development initiatives.
7. Build commercial property information base and create relationships with businesses and individuals involved with commercial property throughout Laois – Database complete Q2 2016.
8. Develop an information & knowledge base on Laois for businesses and investment.
9. Relationship building: Internal, External (SME's), External (Large / FDI), Public sector.
10. Finalize the preparation of the LECP, through the SPC for Economic Development and Enterprise Support Q2 2016.
11. Input into the Regional Spatial and Economic Strategy (RSES).

County Promotion

The Areas of Activity & 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 2016:

1. Provide a Scheme of Grants for Festivals and Events in Co. Laois.
2. Engage with Laois Tourism members on marketing campaign design.
3. Work with key stakeholders, public and private, voluntary and professional, to oversee and implement a new County Tourism Strategy for County Laois – Q4 2016.
4. Rollout the Ireland Ancient East Initiative Phase 1.
5. Increase business tourism and supporting the economic team in promoting Laois as a conference destination.
6. Target International coverage and awards with familiarisation trips/media engagement/contacts networking.
7. Build international social media networks, particularly on Twitter and Facebook and engage with target audiences by developing calls to action via the Tourism website.
8. Continue to develop and promote the Laois Garden Trail.
9. Continue to further build on the success of the Laois International Golf Challenge to the overseas and local market.
10. Promotion of Walking Trails.

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). To work with existing National Programmes for provision of Broadband to County Laois. To examine potential for pilot Broadband Scheme in County.

Key Actions for 2016:

1. Work closely with eNET and the DCENR to ensure that the fibre to business project is delivered for Laois.
2. Maximise the use of the Laois MAN for Laois County Council by upgrading the Council's internet connection from 50MB to a 1GB connection.
3. Identify opportunities for expanding the MAN coverage via new infrastructure projects.
4. Assist where possible with the rollout of broadband initiatives in line with the government national broadband plan.
5. Consider supporting a community led pilot project regarding broadband provision to rural areas.

Planning and Sustainable Development

The areas of Activity & 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 & Development Legislation.

Key Actions for 2016:

1. Provide an efficient Development Management service by ensuring all applications are dealt with within a timely manner and in accordance with the relevant legislation.
2. Provide Pre-Planning Clinic service at Council offices every Thursday.
3. Review of Development Contribution Scheme by December 2016 and implement new scheme thereafter.
4. Continue the process of making our new County Development Plan 2017-2022.
5. Prepare Master Plan/Vision Statement for Portlaoise town during 2016 including the implementation of a public engagement strategy in Q2.
6. Monitor bonds on a monthly basis and submit claim on bonds as required.
7. Implement provisions of the Building Control Act and Regulations, maintain Public Register and inspect at least 12% -15% of construction sites.
8. Advance progress on current applications for taking in charge, complete the taking in charge of a minimum of 8 estates by the end of 2016.
9. Avail of government grants for site resolution works on unfinished housing developments.

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

Conservation

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

Areas of Activity	Objectives
Heritage	To identify, preserve and conserve the built natural and cultural heritage.

Actions for 2016:

1. Manage the Built Heritage Investment Scheme.
2. Implement the relevant objectives of our current Heritage Plan.
3. Contribute to the conservation of Fort Protector through input to the Conservation Plan, awareness-raising and planning for archaeological research as required as part of the Portlaoise Library development.
4. Provide advisory service in relation to protected structures and avail of government grants to assist owners to improve and preserve protected structures.

Environment

The areas of Activity & 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 achieve the 33% energy reduction for 2020, as set out in the National Climate Change Strategy.
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 & Enforcement	To continue enforcement of the Litter Pollution Acts, as amended.
Water & Air Quality	To comply with EU Directives and National Legislation on Water & Air Quality.
Disposal of Solid Waste	To ensure availability of adequate waste disposal facilities in the County.
Waste Enforcement	To enhance levels of waste enforcement in the County.
Waste Management	To comply with requirements of the Eastern Midlands Waste Management Plan.

Key Actions for 2016:

1. Provide financial assistance in accordance with the Community Grants Scheme and Tidy Towns Grants Schemes and any other suitable DECL grants as advised.
2. Engage with the Laois Federation of Tidy Towns committees (currently 32) on projects and identify suitable projects which will complement and enhance their existing work schedules.
3. Host environmental awareness activities for various sectors i.e. green schools teacher workshops, school based workshops with themed specialists e.g. energy, water etc.
4. Provide advice and assistance to the 68 schools that have already been awarded the Green Flag in Laois and also to the 6 schools expected to achieve Green Flag status in May 2016.
5. Identify suitable LA21 projects using DOE / internal assessments protocol and have suitable partners to avail of funded projects, as appropriate
6. Enforce all breaches of litter legislation including monitoring authorised temporary signage & removing illegal signage.
7. Ensure the objectives/aims in the Litter Management Plan 2015 – 2017 are central to everyday activities & prepare a report for the Elected Members.

8. Identify projects which assist in the delivery of raising awareness regarding litter pollution.
9. Promote our activities using various communication tools including print and social media.
10. To ensure availability of adequate waste disposal facilities in the County.
Provision of 50,000 tonnes per annum of capacity at Kyletalesha Landfill to received inert construction and demolition waste.
11. To beneficially use Kyletalesha Landfill biogas for the production of electricity.
12. Increase the level of effective waste enforcement in the County.
13. Comply with requirements of the Eastern Midlands Waste Management Plan.
14. Enforce relevant Waste Management Legislation & assist in the local delivery of complementary national & regional awareness campaigns e.g. Pay by Weight, Brown bin etc.,
15. Comply with the Service Contract with the Food Safety Authority of Ireland (F.S.A.I.) in relation to the 11 food business plants & submit of all reports and recoupments within the prescribed timeframe.
16. Enter all dog licence details submitted on the database and recoup funding from An Post within the prescribed timeframe.

Fire Services

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 2016:

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,
 - a. Target time of 5 ½ minutes response from time of alert to going mobile to the incident.
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 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.
6. 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 2016.

7. Continue to survey and audit the location and adequacy of water supplies for fire-fighting purposes, fire-fighting equipment and fire hydrants.
8. Maintain our Section 26 Fire and Emergency Operations Plans, showing the provision made LCFRS 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.
9. Ongoing delivery of the Primary Schools Programme to 3rd class pupils in 70 schools in Co. Laois – end of Q3 2016.
10. Maintain a register of fire safety notices served by LCFRS.
 - a. Use of the Diamond Fire System
11. Carry out talks/Demonstrations Road Safety Programme- Q4 2016.
12. Carry out Fire Safety in the home talks/demonstrations as necessary- Ongoing to Q4 2016.
13. Assess & respond where appropriate to all planning applications referred to the Fire Service Ongoing to Q4 2016.
14. Carry out inspections of all nursing homes in County Laois by end of 2016.
15. Engage with relevant parties for all licenced outdoor events held in Co. Laois - Ongoing to Q4 2016.
16. Administer Fire Safety Certificate Application and Assessment process – Ongoing to Q4 2016.
17. Assess Dangerous Substances licence applications- Ongoing to Q4 2016.
18. Assess Licensing applications under Intoxicating Liquor Acts- Ongoing to Q4 2016.
19. Review of buildings under the Fire Services Act- Ongoing to Q4 2016.
20. Follow up on all fire safety related complaints – Ongoing to Q4 2016.
21. To develop and maintain Major Emergency Management capabilities of Laois County Council - Ongoing to Q4 2016:
 - a. Continue with our Quarterly audits of our key MEM areas such as our Local Co-ordination Centre, Controller of Operations Facilities, CMT facilities - Ongoing to Q4 2016.
22. Review our Major Emergency Plan and update as necessary – End Q2, 2016.
23. Comply with M.E.M training schedules as provided by the National Steering Group and Region Working Groups - Ongoing to Q4 2016.
24. Develop Protocols for the alerting and activation of Local Co-ordinating Group, On Site Co-ordination Team and Crisis Management Team members.

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 2016:

1. To recruit and maintain an active and reliable force of 80 members which is equivalent to 0.1% of the population.
2. To maintain a well trained efficient team to assist in an emergency situation by having at least 150 training classes in 2016.
3. To continue to recruit new members.
4. Carry out a review of Civil Defence operations in Laois and benchmark against similar branches Nationwide.
5. To provide assistance to other Local Authorities as requested.
6. Assist communities with recovery and resilience in the aftermath of any incidents.
7. To promote the Civil Defence through the use of social media.
8. Provide high profile support to 1916 commemorations throughout the County.
9. 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.

Energy

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

Areas of Activity	Objectives
Energy	To reach verifiable energy-efficiency savings of 33% by 2020, using 2009 data as a baseline year.

Key actions for 2016:

1. Public Lighting – develop accurate inventory database as part of SEAI Technical Assistance Pilot & assess potential for large scale energy upgrade.
2. Complete SEAI Energy MAP Training with Laois County Council Core Energy Team – Q2 2016.
3. Develop Energy Action Plan for 2016 – Q1 2016.
4. Engage with SEAI for an IS399 Energy Efficient Design Review of any proposed upgrade to County Hall, Block 1.
5. Complete accurate report for SEAI Monitoring & Reporting to generate energy scorecard for 2015.
6. Support Midland Energy Agency Working Group to identify Local Authority building refurbishment and energy efficiency projects that could be supported under the Better Energy Communities 2016.
7. Partner with the OPW to deliver a staff Energy Awareness Campaign & provide regular energy reports of building energy use based on OPW installed meters.
8. Establish a Laois County Council Climate Change Adaptation Team.
9. Become a signatory to the Covenant of Mayors for Climate & Energy.

Library, Arts, Sports & Water Safety

The areas of Activity & 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>
Arts Service	<p>To promote, facilitate and support equal opportunities for all to participate in the Arts Programme.</p>
Sport, Recreation, Leisure & Play	<p>To ensure that planning for sport, recreation, leisure and play is an integrated, inclusive and sustainable part of the development of County Laois.</p>

Key Actions for 2016:

Libraries

1. Increase library visitor numbers in the county to 250,000.
2. Increase the number of books issued to 260,000.
3. Increase the level of library internet sessions to 24,000.
4. Engage with all sections of the community through national events such as the 1916 centenary events, Seachtain na Gaeliga, Bealtaine, Heritage Week, Children's Book Festival and Laois Literary Events.
5. Open new upgraded Library service in Portarlington.
6. Progress and Prioritise plans and to advance to tender stage with new Library at Main Street Portlaoise (formerly Shaws).
7. Upgrade Library Website and develop social media to publicise and Promote Library services to all.
8. Provide high quality Free WiFi and access to printing and scanning facilities in all branches.
9. Free Library Membership to be introduced and advertised.
10. Provide free access to online resources eBooks, eLearning, eLanguages.

Arts

11. Provide and develop a quality arts service for the county by implementing strategies outlined in the current Laois Arts Plan 2014-2017.
12. Continue to develop partnerships with the Midland Arts Offices, Dept of Education, Laois/Offaly ETB, Dunamaise Arts Centre, Arts Council, Department of Arts, Heritage & Gaeltacht, ALAAO, NAYD, Poetry Ireland, the VAI and Community Arts Groups and Individual Artists.
13. Participation in national and local events, i.e., Culture Night, National Drawing Day, Bealtaine Festival, the James Fintan Lalor Summer School and the Leaves Literature Festival, with target audiences of 4,000 approx.
14. Facilitate Arts Act Grants Awards, Tyrone Guthrie Centre Bursary, Percent for Art Projects, Artist Residencies and give support to local festivals and community arts events.
15. Continue to facilitate Laois Youth Theatre, for up to 100 members utilising the Dunamaise Arts Centre theatre programme and visits and exchanges with other Youth Theatres.
16. Continue implementation of the Artists in Schools Scheme in 9 schools and the Summer Arts Programme in venues in the county incorporating social inclusive projects in Mountmellick and Mountrath for up to 200 participants.
17. Maintain a Laois School of Music pupil enrolment of 300 and continue to boost local employment by engaging 14 Part-time Tutors.
18. Continue to provide a high standard of music education for Laois School of Music students by hosting National and International Music Exams (Royal Irish Academy of Music and Associated Board) to cater for over 120 pupils on an annual basis. Provision also made for 3rd Level Progression to recognised Music courses through NUI and the National Conservatory of Music.
19. In profiling the public image of the school, we will avail of local and national performing opportunities for our students and have several engagements in place for 2016, including participation in Laois 1916 events. Participation by 160 students/Audience of approx 600.
20. Continue to implement the Music Generation Laois Programme including Traditional Music, The Music Box Programme for children and young people with special needs, School of Rock and Pop, Orchestral Programme, Choral Programme, Stampede Drumming with a total of 2,476 participants.
21. Host and participation in key events in 2016 including the 3rd Annual Laois School of Music/Music Generation Laois Festival (100 participants/300 audience members), premiere of Music Generation Laois New Works Series, (200 participants/600 audience members), Summer Camps Series for participants/500 audience members, John Spillane 'Irish Songs We Learned in School' Workshops and Performance with 560 participants/600 audience members.
22. Continue to develop the Laois Arthouse in Stradbally by maintaining artists occupancy and organising Easter and Summer Arts workshops and hosting 7

planned exhibitions in 2016 and maintain artist residency for artist at the LCC artist residence in Mountrath.

Sports and Leisure

23. Secure funding from various government departments to enable delivery of 4 National Events - National Recreation Week, National Play Day, Bike Week 2016 & Parks Tennis Programme and increasing participation numbers by 5%,
24. Maintain, develop & promote 20 public play spaces ensuring a quality experience for all users,
25. Prepare & circulate countywide 10,000 copies of Summer Activities Booklet for families in county Laois,
26. Facilitate an increase of 5 % in public usage at both Portarlington & Portlaoise Leisure centres through ongoing capital investment in both facilities,
27. Continue to support Laois Sports Partnership (LSP) and national governing bodies of sport (NGB's) through the delivery of 5 socially inclusive programmes, events & initiatives,
28. Oversee the relocate of a Skate Park in Portlaoise & the opening of Rathdowney Youth Cafe,
29. Continue to assist a minimum of 40 community groups and clubs to develop quality sport, recreation & play facilities through the provision of advice, training and information.

Water Safety

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

Community

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

Areas of Activity	Objectives
Support the Local Community Development Committee	To promote and assist an integrated approach of initiatives and supports to meet the strategic aims of the Local Community Development Committee.
Work to ensure Social Inclusion and Equal Opportunities for all customers of Laois County Council	To support the delivery of services to the socially excluded throughout the County.
Support the work of the Public Participation Networks as the representative bodies of the Community, Voluntary and Environmental Sectors	To facilitate the Public Participation Networks to ensure that the voice of the Community, Voluntary and Environmental sectors is fairly represented.
Encourage and promote the participation of young people in the future development of the County	To promote and encourage the participation of young people in decision making of service providers in the County.
Support the delivery and implementation of the Laois Age Strategy and Action Plan	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.

Key Actions for 2016:

1. Support all sectors to engage with the Local Community Development Committee and its sub-committees to ensure co-operation of all to achieve integrated service provision for the county.
2. Administer to the work of the Local Community Development Committee including their administration/monitoring of:
 - a) Annual Social Inclusion and Community Activation Programme measures to the value of €564,064, targeting supports to areas of disadvantage set across 3 Goals / 12 Actions,
 - b) LEADER/Rural Development Programme, including implementation of the Laois Local Development Strategy and related financial work.
 - c) Monitor implementation of 111 actions in the Local Economic & Community Plan, and commencement of medium / long term actions in this regard, 32 actions from the above number to be implemented directly through the work of the Council's Community Section.

3. Convene Traveller Interagency Group quarterly and commence work in 2016 on a new Traveller Interagency Strategy for the County.
4. Support and promote social inclusion in the County, including two intercultural events in 2016, youth diversion projects, drug awareness/support programmes.
5. Highlight and acknowledge the contribution of the community sector in the County by hosting an annual Community & Voluntary Awards event in 2016.
6. Support the further development of Laois Public Participation Network and enable the Network to implement its 2016 work plan actions.
7. Adopt a County Laois Joint Policing Committee 5-year Strategic Plan in 2016 and commence implementation of an Annual Work Plan arising from this.
8. 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 policies/plans that will affect their lives. Monitor and support actions to be achieved from the annual Comhairle work plan submitted to the Department of Children and Youth Affairs. At least 8 meetings and an AGM of Laois Comhairle will be held in 2016, half of which will be held in Áras an Chontae.
9. Facilitate the local authority's role in partnering Portlaoise College in the Schools Business Partnership "Skills at Work" Programme to discourage early school leaving and encourage progression to third level education.
10. Adopt and commence implementation in 2016 of a 5 year Age Friendly Strategy for the County and establish an Older Persons Forum in Laois.
11. Administer the 2016 Community Projects Fund and related payments, and provide assistance to Elected Members and applicant groups in this regard.

Financial Management and Motor Taxation

The areas of Activity & 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 2016:

1. Implement the budgetary control framework across all revenue divisions and capital programmes.
2. Monitor and manage the 2016 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. 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.
9. Complete the Annual Financial Statement 2015 on or before the 24th February 2016.
10. Prepare the budget for 2017 between 2nd November, 2016 and 27th November, 2016, 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 31st December, 2016.
11. Implement the Mortgage Arrears Resolution Process and the Mortgage to Rent Scheme where deemed necessary.
12. Continue to develop efficient payment methods for all customers, Including payment on line.
13. Motor Taxation – Continue to provide a flexible service to meet customer requirements.

14. Submit Statutory / EU IMF returns within the prescribed timelines:

a) GGB/Quarterly Revenue, Capital & Debtors

Q4 2015	Wednesday 24 th February 2016
Q1 2016	Wednesday 25/5/2016
Q2 2016	Wednesday 24/8/2016
Q3 2016	Thursday 24/11/2016
Q4 2016	Friday 24/02/2017

b) 2016 Borrowing Return

Q1	Friday 15/4/2016
Q2	Friday 15/7/2016
Q3	Friday 14/10/2016
Q4	Friday 13/01/2017

15. Complete the upgrade of the Council's Agresso Financial Management System by 15th March 2016.

Human Resources

The areas of Activity & 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.
Internal Human Resources Policies & Procedures	To develop and communicate policies to ensure compliance with employment legislation.
Staff Training	To train staff in the skills and competencies needed to achieve organizational, team and individual objectives.
Industrial Relations	To maintain stable relationships between management, employees and union representatives.

Key Actions for 2016:

1. 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.
2. Meet with Unions on a quarterly basis to maintain a stable industrial relations environment and ensure compliance with the Public Service Agreements.
3. Develop and communicate H. R. policies as required.
4. Prepare and implement the agreed staff Training and Development Programme for 2016.

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 2016:

1. Complete the upgrading of the Agresso Financial Management System - Q1 and ongoing as required.
2. Update the council Web Site - Q2.
3. Complete the upgrade of the council's core network, including servers, storage, and switching backbone – ongoing.
4. Upgrade the connection to Government Networks in line with requirements – Q4
5. Continue to maintain the computer network and implement required software and security updates – ongoing.
6. Complete the upgrade to the new public Geographical Information System (GIS) and make this GIS system available via the web site – Q2 and into Q3.
7. Complete the upgrade of desktop computers to current specification standard – Q3.

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 2016:

1. Review and update the existing risk management register.
2. Insure the Authority against all relevant risks.
3. Complete the Internal Audit Plan 2016.
4. Assist with the Local Government Audit and with the Food Safety Authority, the Fire & Emergency External Validation Groups assessment, the Service Indicator verification process, Irish Water's reporting & audits and Enterprise Ireland's audit of the micro enterprise programme and its other quarterly & annual verifications.
5. Address appropriately any issues raised in the audits.
6. Facilitate four meetings of the Audit Committee in 2016.
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 & 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 2016:

1. Ensure that all formal Laois County Council tenders for supplies over €25,000 and works over €50,000 are advertised on the eTenders website and are evaluated and awarded correctly.
2. Ensure that Laois County Council participates in all relevant 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.
3. Ensure that Laois County Council participates in all available OGP Frameworks and ensure that all Service Areas comply with the terms of these Framework Agreements.
4. Improve policy and governance to implement procurement reform, support service delivery and achieve further savings (where possible) in all areas.
5. Ensure that Laois County Council partakes in the National Solicitors Legal Services Frameworks (Local Government) when it is in place.
6. Encourage the division of Local Authority tenders into lots to encourage local SME's to tender for public contracts.
7. Update Laois County Council Procurement Procedures Chief Executive Order.
8. Prepare a new Laois County Council Corporate Procurement Plan for 2016 to 2019.
9. Undertake training for staff in the area of Procurement.
10. Prepare guidelines and procedures to initiate full electronic tendering processes.

Health and Safety

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

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

Key Actions for 2016:

- Development and rollout of an IT based interactive Safety Management System- (end of Q2).
- Driving for Work Policy and procedure review and implementation - (end Q1).
- Health & Safety Staff Training programme rollout – (Q 1, 2, 3 & 4).
- Ongoing review and development of Safety Statements across each work area - (Q 1, 2, 3 & 4).
- Monitoring of our Safety Management System through a Safety Inspection Programme (c 1,450 inspections) & Incident Investigation as appropriate.
- Prioritising preventative/corrective action programme within each Department - (Q 1, 2, 3 & 4).
- Provide enhanced training for dealing with criminal investigations - (end Q3).
- Provision of appropriate occupational health services - (Q 1, 2, 3 & 4).
- Maintain and enhance safety communication mechanisms - (Q 1, 2, 3 & 4).

My Pay

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

Areas of Activity	Objectives
Project Planning & Implementation	Develop and implement a roll-out schedule to have all Local Authorities live by the end of 2016. Develop and implement a roll-out schedule to migrate Wave 6 and 7 Local Authorities into MyPay by the end of 2016.
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 2016:

1. Migrate Wave 6 and 7 Local Authorities into MyPay by the end of 2016.
2. Make €300,000,000 in total payments to approximately 40,000 Local Authority payees in 2016.
3. Expected payments for 2017 are €400,000,000 with 50,000 payees.
4. Continue to achieve accuracy levels greater than 98% target. MyPay currently achieve 99.9% accuracy.
5. Progress the Superannuation pilot and manage the cut-over of the wave 1 local authorities by the end on 2016.
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 in Error! Reference source not found.	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

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

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

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