

**Comhairle Chontae Laoise**

**Laois County Council**



**Service Delivery Plan 2018**

**As Adopted by Laois County Council at its meeting on 29<sup>th</sup> January 2018.**

## SERVICE DELIVERY PLAN 2018

	<b>Page No.</b>
Foreword .....	2
Introduction .....	3
Our Values .....	3
Corporate Objectives .....	4
Corporate Affairs .....	5
Housing .....	6
Roads and Transportation .....	7
Water Services.....	8
Local Enterprise Office.....	12
Business Support Unit .....	14
Tourism .....	15
Property Management .....	16
Broadband.....	17
Planning and Sustainable Development.....	18
Heritage and Conservation.....	20
Environment.....	22
Fire Services.....	24
Civil Defence .....	26
Energy.....	27
Library, Arts, Sports and Water Safety.....	28
Community.....	31
Financial Management and Motor Taxation .....	33
Human Resources .....	35
Information Technology .....	36
Risk Management .....	37
Procurement .....	38
Health and Safety.....	39
My Pay.....	40

**To: Cathaoirleach and Each Member of Laois County Council**

**Re: Service Delivery Plan 2018**

I enclose, for the consideration of Members of the Council, the Council's Service Delivery Plan for 2018.

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 2018 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 2018 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 2017 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 2018 is recommended to Council.

Signed:

**John Mulholland**  
**Chief Executive**

## **Introduction**

This Service Delivery Plan for 2018 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.
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 2018:

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. Prepare and arrange for the adoption of Laois County Council's Annual Report for 2016 by 30<sup>th</sup> June, 2018.
4. Implement the requirements of the Ethics Framework.
5. Publish the Register of Electors 2018/2019 in accordance with the prescribed timeframes. Continue to maintain the Register and publish the draft Register of Electors 2019/2020 in November, 2018.
6. Facilitate and process requests under the Freedom of Information Act 2014, Access to Information on the Environment Regulations and Data Protection Acts.
7. Prepare and submit the annual return in respect of Performance Indicators for 2017 in accordance with agreed deadlines.
8. Commence preparation of the Annual Service Delivery Plan for 2019 in December, 2018.
9. In association with the Information Technology section, to prepare for the introduction of the General Data Protection Regulations in May 2018.

## 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 2018:

- Surpass the Rebuilding Ireland minimum target of 123 new accommodation units in 2018 which forms part of the 684 units to be delivered between 2017 and 2021.
- Ensure all works to relet properties are completed in a short timeframe and allocated promptly.
- Maintain the current Rental Accommodation Scheme stock of 166 units and review this delivery mechanism in 2018.
- Establish positive working relationships with the Approved Housing Bodies active in the County to ensure maximum delivery under CAS and Social Leasing.
- Maintain Council stock to good living standard for all tenants.
- Undertake Energy upgrades to 90 local authority houses under the Department's Energy Scheme (attic and wall insulation and draught proofing to windows and doors)
- Ensure suitable emergency accommodation is available to individuals and families that present homeless.
- Acquire the remaining sites within the Hepburn Estate in Portlaoise and bring forward a regeneration plan for the area.
- Investigate all anti social behaviour complaints and provide a proactive tenant liaison response.
- Continue to meet the HAP targets for 2018 as set out by the Dept. of Housing, Planning and Local Government.

## Roads and Transportation

The areas of Activity and 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 2018:

1. Undertaking of Health and Safety (work practices) Schedule of Inspections.
2. Complete the already commenced Speed Limit Review by Q2 2018.
3. Restoration Improvement/Restoration Maintenance and Discretionary Maintenance Programmes on c.50km of road network, as provided for in the 2018 Roadwork’s 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 2018.
6. Undertaking of identified Low Cost Safety Improvement Schemes.
7. Deliver the Winter Maintenance Plan.
8. Develop a Smarter Travel Strategy for County Laois.
9. Advance the Tendering/Contract Award and land acquisition for the Portlaoise Southern Circular Road Extension and commence construction of same.
10. Advance the Tendering/Contract Award and land acquisition for the N80 Maidenhead Realignment Scheme.
11. Ongoing Maintenance of 8,000 public lights.



## 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 2018 (RMCEI)

## Key Actions for 2018:

### 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.
3. **Performance of IW:** Collate data on performance of IW in relation to provision of funding and resources required by Laois County Council to deliver on the measures and meet the targets set out in the ASP and to provide this data to IW on a monthly basis on or before 10<sup>th</sup> business day of the month following the collation of the data.

### Non-SLA Activities - Water Framework Directive

In collaboration with the EPA 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.

- Propose to put in place a future structure based on scientist and technician posts in order to maintain and expand INAB accreditation to ISO 17025 for Laois County Council's in 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.
  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 DECLG in the operation and implementation of the new Multi Annual Programme 2016 – 2018.

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 50 Publicly supplied GWSs and 30 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 – target to undertake 127 tests/audits in 2018.
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. **Lead in Drinking Water:** 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; 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

### **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. In conjunction with Irish Water to target a reduction of 700 m<sup>3</sup>/d in Unaccounted for Water in 2018.

## 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 2018 in the context of the Local Enterprise Development 4 year plan are:

1. Increase awareness of the LEO and LA services through an enhanced communications strategy,
2. Strengthen links with Laois Diaspora,
3. Support Clients to effectively respond to Brexit,

4. Assist businesses in developing an export strategy,
5. Encourage female entrepreneurs to maximise their full potential in their plans for growth and success,
6. Work with businesses in the food sector to help them improve the efficiency and profitability of their business,
7. Market Laois as a place for inward investment,
8. Supporting entrepreneurs, owners and manager in accessing financial supports and enabling them to plan, grow and sustain productivity, innovation and competitiveness,
9. Providing 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. Collaborating and ongoing work with other agencies, e.g. Enterprise Ireland, IDA, Laois Local Authority, Laois and Offaly ETB., etc.
17. Working with other key stakeholder to promote Laois as a place to do business,
18. Work with Enterprise Centres in the county to increase enterprise space offering,
19. 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 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 2018:

1. Promote Council Support and the Local Enterprise Office to existing and new Laois Businesses (same as last year)
2. To promote and develop the "Connect2Laois" brand through the new website and other social media platforms.
3. To encourage and support the re-establishment of a Laois Chamber of Commerce
4. To support and promote enterprise in the County through the enhancement and improvement of Business Parks throughout the County
5. To promote Portlaoise as a place to do business through the "Portlaoise Town Team" initiative.
6. To promote and support enterprise in the County through the 2no. REDZ programmes – Connect 2 Laois for food and the Fab Lab in Portarlinton
7. To prepare a marketing plan for the development of lands at Togher
8. Access funding for economic development initiatives (same as last year)
9. Build relationships with Internal, External (SME's), External (Large/FDI), Public Sector agencies for the creation of sustainable employment (same as last year)
10. To support the development of Enterprise Hubs through the 3no. Town and Village Renewal Schemes.
11. Advance projects identified in the Mission Statement for Portlaoise 2040.

## 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 2018

#### Tourism

1. Support Laois Tourism in the delivery and implementation of Tourism in County Laois.
2. Continue to promote Ireland Ancient East Initiative
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 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 2018:

#### Property Management

1. Register all current land interests and land transactions and map those into a Property Interest Register (PIR) system.
2. To ensure an accurate GIS enabled Property Register for the Council's property assets.
3. Carry out a two year review of of 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. Work with the OPW to interface the reviewed PIR with the National State Property Register Database.

## Broadband

The areas of Activity and 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 2018:

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.

## 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.

### Key Actions for 2018:

1. Contribute to the new National Planning Framework (NPF) in 2018;
2. Contribute to the Regional Spatial and Economic Strategies for the EMRA region in 2018;
3. Carry out a review of the following LAP's in Q1 2018
  - Portlaoise Local Area Plan
  - Portarlington Local Area Plan (in conjunction with Offaly County Council
  - Mountmellick Local Area Plan;
4. Implement the Vacant Sites legislation by entering sites onto the Vacant Sites Register in 2018;
5. Provide an efficient Development Management service by ensuring all applications are dealt with within a timely manner and in accordance with the relevant legislation;
6. Implement the E-Planning project being rolled out nationally in 2018(Q2) with regard to the lodgement of planning applications online;

7. Provide Pre-Planning Clinic service at Council offices every Thursday;
8. Monitor bonds on a monthly basis and submit claim on bonds as required;
9. Implement provisions of the Building Control Act and Regulations, maintain Public Register and inspect at least 12% -15% of construction sites;
10. Advance progress on current applications for taking in charge, complete the taking in charge of a minimum of 12 estates by the end of 2018;
11. Avail of government grants for site resolution works on unfinished housing developments;
12. Deal with all planning complaints within 6 weeks of receipt, take appropriate action by the issue of warnings letters or enforcement notices where required;
13. 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.

<b>Local Performance Target</b>
A target of 10 no. estates to be taken in charge in 2018

## Heritage and Conservation

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
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

### Actions for 2018:

1. Implement the relevant objectives of our current Heritage Plan 2014 – 2019, with support from the Heritage Council, including Heritage Awareness programmes (Biodiversity Week, Heritage Week, Science Week), Publication of Historic Maps book, Swift survey, commemoration of people and events from Laois (this year the focus will be on Col James Fitzmaurice and the 90<sup>th</sup> anniversary of the first East-West Transatlantic flight), and publication of Conservation Plans for Timahoe Round Tower and the Fort of Maryborough.
2. Put in place Phase II of an action plan for conservation of Old St Peter's Graveyard, Railway Street, Portlaoise, following successful works in 2017.
3. Contribute to the completion and publication of the Fort Protector Conservation Plan.
4. Prepare project for submission to the Historic Towns Initiative, through the Heritage Council.
5. Work with the Heritage Council on promotion of European Year of Cultural Heritage 2018.
6. Work with the culture team on the Creative Ireland programme in Laois for 2018.
7. Provide advice and support to local authority staff, Elected Representatives and communities on all aspects of heritage. 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.

8. 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, participation on Failte Ireland Heritage Tourism Training Programme and continued promotion of the Laois Heritage audio guides and app.
9. Work with relevant groups on conservation projects at specific sites including Ballyroan Schoolhouse, Donaghmore Workhouse, Killabban Church, Timahoe Monastic Site.
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.
11. Implement Conservation Project to ensure Record of Protected Structures for Laois is updated and well documented.
12. Manage the Built Heritage Investment Scheme, Structures at Risk fund and any other funding made available by Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs.
13. Provide advisory service in relation to protected structures and assist owners in availing of funding to conserve protected structures.

## 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 progress towards achieving 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 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.
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 2018:

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. 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 schools that have already been awarded the Green Flag in Laois and also to the schools endeavouring to achieve Green Flag status in May 2018.
5. Identify suitable LA21 projects and have suitable partners to avail of funded projects, as appropriate.
6. Enforce breaches of litter legislation including monitoring authorised temporary signage.
7. Review and update the Litter Management Plan 2015 – 2017.

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. Ensure effective waste enforcement in the County.
11. Comply with requirements of the Eastern Midlands Waste Management Plan.
12. Prioritise the following waste enforcement areas in 2018 in accordance with national guidelines:
  - Illegal dumping including construction and demolition waste,
  - Household waste management compliance including brown bin,
  - End of life vehicles, and
  - tyres, pri (producer responsibility initiative)
13. 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.,
14. 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.
15. Enter all dog licence details submitted on the database and recoup funding from An Post within the prescribed timeframe.

### **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 2018.
4. Sample river water 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. 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. Meet the Water Services requirements of the Laois County Council Environmental Inspection Plan 2018.

<b>Local Performance Target – Waste Enforcement</b>
---

The number of litter inspections completed for 2018 per 5,000 population. 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 Services

The areas of Activity and 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 2018:

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 and 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. Develop a Trench Rescue Training facility in Abbeylax 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 and carrying out Incident safety Audits - Ongoing to Q4 2018.
8. Continue to survey and audit the location and adequacy of water supplies for fire-fighting purposes, fire-fighting equipment and fire hydrants.
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, where practicable.
10. Ongoing delivery of the Primary Schools Programme to 3<sup>rd</sup> class pupils in 70 schools in Co. Laois – end of Q4 2018.
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 2018.
13. Assess and respond where appropriate to all planning applications referred to the Fire Service Ongoing to Q4 2018.
14. Engage with relevant parties for all licenced outdoor events held in Co. Laois - Ongoing to Q4 2018.
15. Administer Fire Safety Certificate Application and Assessment process – Ongoing to Q4 2018.
16. Assess Dangerous Substances licence applications- Ongoing to Q4 2018.
17. Assess Licensing applications under Intoxicating Liquor Acts- Ongoing to Q4 2018.
18. Follow up on all fire safety related complaints – Ongoing to Q4 2018.
19. To continually develop and maintain Major Emergency Management capabilities of Laois County Council - Ongoing to Q4 2018:
  - 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 2018.
20. Review Laois County Council's Major Emergency Plan and update as necessary – End Q2, 2018.
21. Comply with M.E.M training schedules as provided by the National Steering Group and Region Working Groups - Ongoing to Q4 2018.
22. Develop Protocols for the alerting and activation of Local Co-ordinating Group, On Site Co-ordination Team and Crisis Management Team members.

<b>Local Performance Target</b>
---------------------------------

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

## Civil Defence

The areas of Activity and 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 and sports events. We also support smaller local events such as parades.

### Key actions for 2018:

1. To recruit and maintain an active and reliable force up to an equivalent of 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 2018.
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 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 and 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 2018:

1. Continue the energy audit of Laois County Council buildings and submit potential energy efficiency projects for funding under SEAI Better Energy Communities 2018 programme.
2. Develop Energy Action Plan for 2018.
3. Continue accurate reporting for SEAI Monitoring and Reporting to generate energy scorecard.
4. 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 2018.
5. Continue to partner with the OPW in the delivery of a staff Energy Awareness Campaign for Laois County Hall and provide regular energy reports of building energy use based on OPW installed meters.

## Library, Arts, Sports and Water Safety

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

### Key Actions for 2018:

#### Libraries

1. Increase library visitor numbers in the County to 255,000.
2. Increase the number of books issued to 265,000.
3. Increase the level of library internet sessions to 25,000.
4. Development and Adoption of new Laois Library Development Strategy 2018-2022.
5. Engage with all sections of the community through national events and activities such as Creative Ireland, Seachtain na nGaelige, Bealtaine, Heritage Week, Children's Book Festival ,Laois Literary Events and Healthy Ireland
6. Further progress the development of the new County Library at Main Street, Portlaoise
7. Continue to upgrade Library Website and social media pages to publicise and promote Library services to all.
8. Continue with Local history digitisation and uploading of records to Laois.ie
9. Provide and upgrade high quality Free WiFi, IT facilities and provide access to printing and scanning facilities in all branches.
10. Provide free access to online resources eBooks, eLearning, e-Languages.

<b>Local Performance Target</b>
---------------------------------

Increase the level of library internet sessions to 25,000
---

## Arts

1. Develop Arts Strategy 2018 – 2022.
2. Provide and develop a quality arts service for the county by implementing strategies outlined in the Laois Arts Strategy.
3. Continue to develop partnerships with the Midland Arts Offices, Department of Education, Laois/Offaly ETB, Dunamaise Arts Centre, Arts Council, Department of Arts, Heritage and Gaeltacht, ALAAO, NAYD, Poetry Ireland, the VAI and Community Arts Groups and Individual Artists.
4. Participate in national and local events such as Culture Night, National Drawing Day, Bealtaine Festival, and the Leaves Literature Festival, with target audiences of 4,000 approx.
5. 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.
6. Develop a Creative Ireland Laois Plan 2018 -2022 in accordance with the Creative Ireland Programme.
7. Continue to facilitate Laois Youth Theatre, for up to 100 Members county wide and visits and exchanges with other Youth Theatres.
8. Continue to develop the Laois Arthouse in Stradbally by maintaining artists' occupancy and organising Summer Arts Workshops.
9. Continue implementation of the Artists in Schools Scheme and the Summer Arts Programme in venues in the county.
10. Maintain a Laois School of Music pupil enrolment of 300.
11. 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.
12. In profiling the public image of the School of Music, we will avail of local and national performing opportunities for our students.
13. Continue to implement the Music Generation Laois Strategy Plan 2016 – 2020. 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 and Stampede Drumming.
14. Host and participate in key events in 2018 including the National event for Pipes and Harps.

## **Sports and Leisure**

1. To produce a Strategy for the development of Recreation, Play and Sport 2018-2022,
2. Secure funding from various government departments to enable delivery of a range of programmes and events that promote inclusive participation in Recreation, Play and Sport including national events and initiatives such as Healthy Ireland, National Play Day and Recreation Week and Bike Week 2018
3. Maintain and promote 20 public play spaces ensuring a quality experience for all users and oversee the Portarlinton Playground enhancement project.
4. Prepare and circulate countywide copies of Summer Activities Booklet for families in County Laois.
5. Oversee the successful completion of works on Rural Recreation Projects and apply for additional funding in 2018
6. Oversee the successful completion of works on CLÁR and TVRS and apply for additional funding in 2018
7. To improve the quality and user experience of parks by achieving Green Flag Award for 2 public parks - Páirc an Phobail, Portlaoise and Peoples Park Portarlinton
8. Continue to support Laois Sports Partnership (LSP) and national governing bodies of sport (NGB's) through the partnership delivery of socially inclusive programmes, events and initiatives.
9. Continue to assist community groups and clubs to develop quality sport, recreation and play facilities through the provision of advice, training and information.
10. Support key stakeholders in the ongoing development of Portlaoise College Athletic Track facilities.

## **Water Safety**

1. To oversee and support the ongoing delivery of the Primary Aquatics Water Safety Programme to 40 primary schools in County Laois.
2. Maintain ring buoys and 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 and 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 2018:

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:
  - a) Monitor implementation of the new 2018 - 2022 Social Inclusion and Community Activation Programme (SICAP) measures.
  - b) Monitor implementation of 111 actions in the Local Economic and 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. Administer to the work of the Local Leader Action Group to:
  - (a) Monitor implementation of the LEADER/Rural Development Programme 2014 – 2020 including implementation of the Laois Local Development Strategy to the value of €7.1m.



(b) As financial partner in the LEADER programme, carry out all financial checks, including Article 48 checks, on project applications made to the LEADER Programme 2014 – 2020 and administration returns made monthly.

4. Administer to the work of the Laois Traveller Interagency Group as required.
5. Support and promote social inclusion in the County, by partnering with other relevant agencies.
6. Highlight and acknowledge the contribution of the community sector in the County by hosting an annual Community and Voluntary Awards event in 2018.
7. Support the further development of Laois Public Participation Network and enable the Network to implement its 2018 work plan actions.
8. Continue to implement the County Laois Joint Policing Committee 5-year Strategic Plan and commence implementation of an Annual Work Plan 2018 arising from this.
9. 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.
10. 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.
11. Continue to implement actions in the Laois Age Friendly 5 year county strategy and support the work of the Laois Older Persons Forum and Age Friendly Alliance.
12. Administer the 2018 Community and Voluntary Projects Fund and related payments, and provide assistance to Elected Members and applicant groups in this regard.
13. Submit an application on behalf of a suitable community into the 2018 Pride of Place Competition and support the community through the competitive process.
14. Administer the Clár, Rapid and Community Facilities Scheme efficiently and effectively.
15. Administer the Healthy Ireland Scheme and develop a Healthy Ireland strategy for Co. Laois.

## 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 2018:

1. Implement the budgetary control framework across all revenue divisions and capital programmes.
2. Monitor and manage the 2018 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 2017 on or before the end of March 2018.
10. Prepare the budget for 2019 between 2<sup>nd</sup> November 2018 and 27<sup>th</sup> November, 2018, 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<sup>st</sup> December 2018.
11. Continue to implement the Mortgage Arrears Resolution Process, the Mortgage to Rent Scheme and Shared Ownership re-structuring 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 and Debtors**

Q4 2017      Friday 23<sup>rd</sup> February 2018  
Q1 2018      Friday 25<sup>th</sup> May 2018  
Q2 2018      Friday 24<sup>th</sup> August, 2018  
Q3 2018      Friday 23<sup>rd</sup> November, 2018  
Q4 2018      Friday 22<sup>nd</sup> February 2019

b) **2018 Borrowing Return**

Q1 2018      Wednesday 18<sup>th</sup> April, 2018  
Q2 2018      Wednesday 18<sup>th</sup> July, 2018  
Q3 2018      Thursday 18<sup>th</sup> October, 2018  
Q4 2018      Thursday 17<sup>th</sup> January 2019

<b>Local Performance Target</b>
---------------------------------

Complete the Annual Financial Statement 2017 on or before the end of March 2018.
--

## 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.
Internal Human Resources Policies, Procedures and Practices	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 2018:

1. Keep staff resource needs under review to meet the needs of the organisation.
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. Meet with Unions regularly to maintain a stable industrial relations environment and ensure compliance with the Public Service Agreements.
4. Develop and communicate H. R. policies as required.
5. Prepare and implement the agreed staff Training and Development Programme for 2018.
6. Ensure effective management of the retained payroll/superannuation function.

## 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 2018:

1. Deploy new hardware solution for the Council's Server infrastructure and storage requirements for up to the next 5 years.
2. Review and document existing Contracts for Services and re-tender where required in line with procurement guidelines.
3. Review Computer security and upgrade hardware and software based security systems including deployment of new AntiVirus and Ransomware protection software for the next 3 years.
4. Review licensing requirements for 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. Review of GIS licensing requirements including AutoCad software.
6. Update ICT Policy documents and prepare ICT systems for compliance with General Data Protection Regulations (G.D.P.R.).
7. Conduct review of telephone and communications systems and commence upgrades including connectivity to Government Networks, area offices and libraries.
8. Implement a Mobile Device Management system to protect the security and confidentiality of Council data.
9. Ensure inclusion of Eircodes in new and existing systems in line with Department of Public Expenditure and Reform circulars and in collaboration with the LGMA.
10. Continue to plan and work towards a solution to mitigate the diminished role of the LGMA and their exit from national network structures with a 2019 deadline.
11. Continue to maintain and update the council Web Sites and continue to facilitate the deployment of online services.
12. 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 2018:

1. Review and update the risk management register.
2. Insure the Local Authority against all relevant risks.
3. Complete the Internal Audit Plan 2018.
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 2018.
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 2018:

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 transposed in Irish law on 18<sup>th</sup> 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 the integration of this facility with Agresso Milestone 4.
5. Develop organisational capacity and capability to deliver successful procurement.
6. Ensure that Laois County Council partakes in the National Debt Collection Service and the Property and Valuation Services Frameworks when they are in place.
7. Explain the Dynamic Purchasing system to local Small and Medium Enterprises as a means of gaining entry to the public procurement system.
8. Develop and rollout a Contract Management System.
9. Encourage centralised procurement of facility management and maintenance.
10. Prepare guidelines and procedures to initiate full electronic tendering processes.
11. Ensure that the correct Procurement Type and Procurement Referencing is clearly stated on Requisition Orders.
12. Introduce Spend Data Management.

## 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 2018:

1. Health and Safety Staff Training programme rollout – (Q 1, 2, 3 and 4).
2. Provide enhanced training for dealing with violence and aggression - (Q2/Q3).
3. Monitoring of our Safety Management System through a Safety Inspection Programme (c 250 inspections) and Incident Investigation as appropriate.
4. Prioritising preventative/corrective action programme within each Department - (Q 1, 2, 3 and 4).
5. Provision of appropriate occupational health services - (Q 1, 2, 3 and 4).
6. Maintain and enhance safety communication mechanisms - (Q 1, 2, 3 and 4).
7. Upgrade lone working IT based system (Q 2).
8. Review of statutory plant arrangements (Q1/Q2)
9. Continued rollout of an IT based interactive Safety Management System- (Q1, 2, 3, and 4).



## My Pay

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

<b>Areas of Activity</b>	<b>Objectives</b>
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 2018.
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 2018:

1. Migrate Wave 6 Local Authorities into MyPay by the end of 2018.
2. Make €800,000,000 in total payments to approximately 43,000 Local Authority payees in 2018.
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 2018.
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:

<b>Category</b>	<b>No.</b>	<b>KPI</b>	<b>Target</b>	<b>Reporting Period</b>
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.