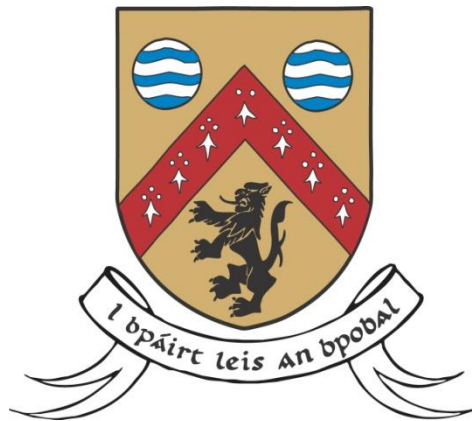


Laois County Council



Service Delivery Plan 2017

As Adopted by Laois County Council at its meeting of 27th February 2017

SERVICE DELIVERY PLAN 2017

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To: Cathaoirleach & Each Member of Laois County Council

Re: Service Delivery Plan 2017

I enclose, for the consideration of Members of the Council, the Council's Service Delivery Plan for 2017.

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 2017 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 2017 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 2017 is recommended to Council.

Signed:

John Mulholland
Chief Executive

Introduction

This Service Delivery Plan for 2017 is prepared having full regard to the Council's 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 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.</p> <p>To ensure that Corporate buildings under the remit of Corporate Affairs are managed and maintained.</p> <p>Continue to provide centralised support services to the organisation as appropriate.</p>

Key Actions for 2017:

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 provide administrative support to the Cathaoirleach,
3. 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.
4. 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.
5. Consider the carrying out of a review of the Corporate Plan 2014 – 2019 to reflect the contents of and ensure consistency with the LECP.

6. Carry out a review of the Customer Charter in consultation with relevant stakeholders.
7. Prepare and arrange for the adoption of Laois County Council's Annual Report for 2016 by 30th June, 2017.
8. Implement the requirements of the Ethics Framework.
9. Publish the Register of Electors 2017/2018 in accordance with the prescribed timeframes. Continue to maintain the Register and publish the draft Register of Electors 2018/2019 in November, 2017.
10. To co-ordinate and manage any necessary upgrades to Council buildings under the remit of Corporate Affairs.
11. Update the Model Publication Scheme pursuant to the Freedom of Information Act 2014.
12. Facilitate and process requests received under the Freedom of Information Act 2014 and Access to Information on the Environment Regulations.
13. Prepare and submit the annual return in respect of Performance Indicators for 2016 in accordance with agreed deadlines.
14. Facilitate civic receptions in accordance with agreed Protocols.
15. Continue to manage and maintain those buildings under the remit of Corporate Affairs and provide the necessary centralised support services to the organisation as appropriate.
16. Improve Customer Service facilities to provide suitable accommodation for the Local Enterprise Office and Housing.
17. Commence preparation of the Annual Service Delivery Plan for 2018 in December, 2017.

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 2017:

1. Meet the Social Housing Strategy Targets for 2017:
 - 20 units to be provided from acquisitions in 2017.
 - Progress the construction of 33 units at Coniberry Way, Portlaoise.
 - Progress the following Projects through the Social Housing Approval Process:
 - Pattisons Estate, Mountmellick, 10 units.
 - Shannon Street, Mountrath, 8 units.
 - Ballymorris, Portarlinton, 20 units.
 - Gleann na Glaise, Ballyroan, 10 units.
 - Rathdowney, 5 units.
 - Harpurs Lane, Portlaoise, 1 unit.
2. 10 units to be allocated to Traveller Families in 2017 under the Traveller Accommodation Programme 2014 - 2018.
3. Return casual vacancies for letting within 12 weeks unless major improvement works are required.
4. Maintain the current Rental Accommodation Scheme stock of 166 units and seek a further 13 units under the scheme in 2017.
5. Promote the uptake of the Leasing Initiative with Approved Housing Bodies where an extra 40 units are targeted for delivery in 2017 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 housing stock to a good living standard.
8. Undertake adaptations and extensions to existing social housing stock under the Department of Housing Planning Community and Local Government' s scheme Adaptations & Extensions to Social Housing Stock, Disabled Persons Grant and Extensions and Improvement Work in Lieu of Housing.
9. Seek funding as required under the DHPCLG' s Return of Vacant Social Housing Properties to Productive Use 2017 Programme.
10. Undertake upgrades to 46 local authority houses under the DHPCLG' s Energy Efficiency Retrofitting Programme (attic & wall insulation & draught proofing to windows and doors) – subject to funding.
11. Process applications received under the Tenant (Incremental) Purchase Scheme.

12. Allocate funding to eligible applicants under the 2017 Housing Adaptation Grant Schemes for Older People and People with a Disability.
13. Introduce Choice Based Lettings Scheme.
14. Continue the roll out 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 houses.
19. Prepare a Work Plan for inspections of private rented property and carry out inspections in accordance with this plan
20. Provide Estate Management support to social housing estates.

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 2017:

1. Undertaking of Health & Safety (work practices) Schedule of Inspections.
2. Complete the already commenced Speed Limit Review by Q3 2017.
3. Restoration Improvement/Restoration Maintenance and Discretionary Maintenance Programmes on c.50km of roads as provided in the 2017 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 2017.
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.

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; 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)	To ensure that a safe, dependable and adequate water supply is provided by Private Water Suppliers supplying water intended for human consumption in SPSs 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 and Air Quality	To comply with EU Directives and National Legislation on Water & Air Quality by meeting the targets set out in the Laois County Council Environmental Inspection Plan 2017 (RMCEI)

Key Actions for 2017:

Public Water and Wastewater Schemes

Delivery of service in accordance with the **Irish Water/Laois County Council Annual Service Plan 2017** and 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 10th 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)**. In particular, identify those areas within the plan where performance was below target in the annual report on 2017 and seek to meet a target level of performance in those areas e.g. the solvent regulations.
2. Complete a **5 year Business Plan** to be approved by Management In order to ensure the future viability of the Laois County Council Water Services/Environmental Laboratory, and in particular:
 - o Seek and secure business from neighbouring Local Authorities in accordance with Market Opportunities.
 - o Seek 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 20 Public Group Water Schemes, 9 qualifying Private Group Water Schemes and 88 SPSs.
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 Publically 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 recoument of grants, as required.
7. **Water Quality:** Monitor water quality of the Group Water Schemes – target to undertake 127 tests/audits in 2017.
8. **National Rural Water Review Group (NRWRG):** In December 2016, the Project Reform Oversight Group (PSROG) approved the Project Initiation Document (PID) which looked at the performance of the LAs in relation to its role as supervisory authority under the EU (DW) Regs 2014 and identified a number of delivery models to be assessed. In 2017, the target is to complete a business case and recommend a preferred option following completion of a baseline survey and to submit this for the approval of the PSROG in October 2017.
9. **Joint National Laboratory Strategy (NJLS):** In line with the NJLS, ensure the future sustainability and enhancement of an accredited Water Services Laboratory.
10. **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. Review protocol for consultation with the HSE.
4. Where there are exceedences, consult with Health Service Executive to advise on appropriate action
5. Follow up and enforce non-compliances including issuing directions
6. Report annually to the EPA on Water Quality

Capital Projects

The following schemes represent the current list of major and minor capital works that Laois County Council in conjunction with IW, is aiming to progress in 2017:

1. Portlaoise/Mountmellick Water Supply – Coolbanagher production wells.
2. The Laois County Water Conservation Project - Stage 3 – Contract No. 2.
3. The Portarlinton Water Supply Improvement Scheme at La Bergerie.
4. The Portarlinton Wastewater Treatment Plant Upgrade.
5. The Mountmellick Wastewater Treatment Plant Upgrade
6. Wastewater Drainage Modelling of flow and load study for Portlaoise, Portarlinton and Mountmellick
7. Other minor projects which will be advanced in 2017 include the following:
 - County Disinfection upgrade programme for public water supplies
 - Completion of Hydrogeological Report on elevated nitrates and Exploratory Borehole for the Fermoy source.
 - Upgrades to the Swan, Newtown-Doonane, Ballyroan and Ballinkill Wastewater treatment works.
 - Replacement AC main on Canal Road Portarlinton.
 - Completion of Evidence based Cryptosporidium Risk Assessment for the Portlaoise Public Water Supply scheme.

Dangerous Structures

Reduce open files to 25 by end of 2017.

Public Nuisances:

Follow up as cases as they arise.

Income generation:

Group Water Schemes - target collection rate 50%

Small Private Supplies with a commercial or business activity - target collection rate 50%.

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 2017:

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 Local Enterprise Development 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 2017 are as follows:

- Promote Council support & the Local enterprise office to existing and new Laois businesses.
- Open the new LEO/Business Support Unit offices at County Hall.
- Hold the inaugural Laois Business Awards in 2017.
- Launch the new Marketing Strategy for County Laois.
- Prepare a monitoring report of the economic actions within the LECP in Q3 2017.
- Build commercial property information base and create relationships with businesses and individuals involved with commercial property throughout Laois – Database complete Q2 2017.
- Develop an information & knowledge base on Laois for businesses and investment.
- Access funding for economic development initiatives.
- Build relationships with Internal, External (SME's), External (Large / FDI), Public sector agencies for the creation of sustainable employment.

Tourism and Property Management

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 2017

Tourism

1. Introduce a new Tourism Grant Scheme for County Laois.
2. Provide support to new and existing festivals & events in County Laois.
3. Support Laois Tourism in the delivery and implementation of Tourism in County Laois.
4. Continue to promote Ireland Ancient East Initiative
5. Work with Fáilte Ireland, Waterways Ireland and the Local Development Company to promote and work collectively on new Tourism developments in the County.
6. Continue to develop and promote the Laois Garden Trail at County & National Level.
7. Promotion of Walking Trails.
8. Promote and support existing Town Twinning structures.
9. Develop the Laois Tourism Office to better promote tourist attractions within the County.

Property Management

1. Effectively manage the acquisition and disposal of property assets,
2. Maintain the Property Interest Register,
3. Register historical land interests with the objective of creating a complete and accurate Property Register for the County.

Broadband

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

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

Key Actions for 2017:

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 & 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 2017:

1. Contribute to the new National Planning Framework (NPF) in Q1 2017.
2. Continue the process of making a new County Development Plan for the period 2017-2023;
3. Conclude the preparation of a the Master Plan/Vision Statement for Portlaoise town in Q1 2017;
4. Commence the review of Portlaoise Local Area Plan in Q3 of 2017;
5. Prepare a variation to the County Development Plan in order to implement the Vacant Sites Legislation;
6. Implement the Vacant Sites legislation by entering sites onto the Vacant Sites Register in 2017;
7. Provide an efficient Development Management service by ensuring all applications are dealt with within a timely manner and in accordance with the relevant legislation;
8. Implement the E-Planning project being rolled out nationally in Q3 of 2017 with regard to the lodgement of planning applications online;
9. Provide Pre-Planning Clinic service at Council offices every Thursday;

10. Review of Development Contribution Scheme by November 2017 and implement new scheme thereafter;
11. Monitor bonds on a monthly basis and submit claim on bonds as required;
12. Implement provisions of the Building Control Act and Regulations, maintain Public Register and inspect at least 12% -15% of construction sites;
13. Advance progress on current applications for taking in charge, complete the taking in charge of a minimum of 12 estates by the end of 2017;
14. Avail of government grants for site resolution works on unfinished housing developments;
15. Deal with all planning complaints within 6 weeks of receipt, take appropriate action by the issue of warnings letters or enforcement notices where required;
16. 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.

Local Performance Target
A target of 12 no. estates to be taken in charge in 2017

Heritage & Conservation

The areas of Activity & 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 fulfill 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.

Actions for 2017:

1. Implement the relevant objectives of our current Heritage Plan 2014 – 2019, with support from the Heritage Council, including Heritage Awareness programmes (Old Fort Festival, Heritage Week, Science Week), Historic Maps Research, Invasive Species survey, commemoration of people and events from Laois, and promotion of biodiversity.
2. Put in place Phase I of an action plan for conservation of Old St Peter's Graveyard, Railway Street, Portlaoise.
3. Contribute to the conservation of Fort Protector through co-ordination of the Fort Protector Conservation Plan and input to the Public Realm Strategy for Portlaoise.
4. 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.
5. Work to maximise the benefit to heritage and communities in Laois of the Ireland's Ancient East programme, through input to Phase II of signage programme, development of visitor facilities at the Rock of Dunamase and promotion of the Laois Heritage audio guides and app.
6. Work with relevant groups on conservation projects at specific sites including Ballyroan Schoolhouse, Donaghmore Workhouse, Killabban Church, Timahoe Monastic Site.
7. 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.
8. Implement Conservation Project to ensure Record of Protected Structures for Laois is updated and well documented

9. 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.
10. Provide advisory service in relation to protected structures and assist owners in availing of funding to conserve 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 2017:

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. Support the Abbeyleix Tidy Towns Committee in an application to the 2017 Entente Florale Competition.
4. Host environmental awareness activities for various sectors i.e. green schools teacher workshops, school based workshops with themed specialists e.g. energy, water etc.
5. Provide advice and assistance to the 74 schools that have already been awarded the Green Flag in Laois and also to the schools endeavouring to achieve Green Flag status in May 2017.
6. Identify suitable LA21 projects and have suitable partners to avail of funded projects, as appropriate.
7. Enforce breaches of litter legislation including monitoring authorised temporary signage.

8. Ensure the objectives/aims in the Litter Management Plan 2015 – 2017 are delivered.
9. Identify projects which assist in the delivery of raising awareness regarding litter pollution.
10. Promote our activities using various communication tools including print and social media.
11. Improve the residual waste facilities in the County including the provision of 50,000 tonnes per annum of capacity at Kyletalesha Landfill to received inert construction and demolition waste.
12. Ensure effective waste enforcement in the County.
13. Comply with requirements of the Eastern Midlands Waste Management Plan.
14. Prioritise the following waste enforcement areas in 2017 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,
15. Enforce relevant Waste Management Legislation & assist in the local delivery of complementary national & regional awareness campaigns e.g. Pay by Weight, Brown bin etc.,
16. Comply with the Service Contract with the Food Safety Authority of Ireland (F.S.A.I.) in relation to the 11 food business plants & submit all reports and recouplements within the prescribed timeframe.
17. Enter all dog licence details submitted on the database and recoup funding from An Post within the prescribed timeframe.

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 26 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. 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. Carry out:

- a. 80 inspections of fuel suppliers under the Air Pollution Act (Marketing, Sale, Distribution and Burning of Specified Fuels) Regulations 2012 and 2015;
 - b. 10 inspections of dry cleaners under the European Union (Installations and Activities Using Organic Solvents) Regulations 2012 and 2014; and
 - c. 10 inspections of vehicle refinishing facilities under the European Union (Paints, Varnishes, Vehicle Refinishing Products and Activities) Regulations 2012 and 2014
6. Meet the Water Services requirements of the Laois County Council Environmental Inspection Plan 2017.
 7. Progress Laois County Council's Climate Change Adaptation Plan.

Local Performance Target – Waste Enforcement
The number of litter inspections completed for 2017 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 & 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 2017:

1. Maintain adequate provision for the reception of and response to calls for the assistance of LCFRS.
2. Respond to 100% of reportable/reported fire and other non fire emergencies 24hrs a day 365 days a year - on average 700 p.a. Ongoing to Q4,
3. Provide Senior Fire Officer roster 24/7/365 and provide initial senior Local Authority presence at the scene of a major incident/emergency via the Rostered Senior Fire Officer:
 - a. RSFO to respond and be in attendance within 60 minutes of the call if he/she determines it necessary to attend in accordance with the 1996 Rostering of Senior Fire Officers agreement.
4. Provide appropriate training and development for all LCFRS personnel:
 - a. Provide a minimum of 80 hours on-station training & 20 hours block for all retained personnel in accordance with the 1999 Composite Agreement to maintain our competent person concept.
5. Maintain and improve our stations training facilities including new capital works at Mountmellick and Mountrath Fire Stations subject to capital funding provided by NDFEM.
6. 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 2017.
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 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.
9. Ongoing delivery of the Primary Schools Programme to 3rd class pupils in 70 schools in Co. Laois – end of Q3 2017.
10. Maintain a register of fire safety notices served by LCFRS.
11. Carry out talks/Demonstrations Road Safety Programme- Q4 2017.
12. Carry out Fire Safety in the home talks/demonstrations as necessary- Ongoing to Q4 2017.
13. Assess & respond where appropriate to all planning applications referred to the Fire Service Ongoing to Q4 2017.
14. Engage with relevant parties for all licenced outdoor events held in Co. Laois - Ongoing to Q4 2017.
15. Administer Fire Safety Certificate Application and Assessment process – Ongoing to Q4 2017.
16. Assess Dangerous Substances licence applications- Ongoing to Q4 2017.
17. Assess Licensing applications under Intoxicating Liquor Acts- Ongoing to Q4 2017.
18. Follow up on all fire safety related complaints – Ongoing to Q4 2017.
19. To develop and maintain Major Emergency Management capabilities of Laois County Council - Ongoing to Q4 2017:
 - 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 2017.
20. Review our Major Emergency Plan and update as necessary – End Q2, 2017.
21. Comply with M.E.M training schedules as provided by the National Steering Group and Region Working Groups - Ongoing to Q4 2017.
22. Develop Protocols for the alerting and activation of Local Co-ordinating Group, On Site Co-ordination Team and Crisis Management Team members.

Local Performance Target

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

Civil Defence

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

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

Key actions for 2017:

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 2017.
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 & 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 2017:

1. Public Lighting – update ESB Unmetered Register as a result of the 2016 Inventory Study and avail of new dimming and trimming burn hours to reflect energy saving upgrades already completed. Complete a number of pilot energy upgrade projects to upgrade lights to LED. Work with the new RMO Public Lighting office to identify larger scale energy upgrades.
2. Work with CKEA to complete the energy audit of Laois County Council buildings and submit potential energy efficiency projects for funding under SEAI Better Energy Communities 2017 programme.
3. Develop Energy Action Plan for 2017.
4. Engage with SEAI to implement IS399 Energy Efficient Design Review of the new Portlaoise Library. Also, implement the NZEB specification for this buildings' design.
5. Complete accurate report for SEAI Monitoring & Reporting to generate energy scorecard for 2016.
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 2017.
7. Partner with the OPW to deliver a staff Energy Awareness Campaign for Laois County Hall & provide regular energy reports of building energy use based on OPW installed meters.
8. Prepare the Laois County Council' s Climate Change Adaptation Strategy in line with the EPA Local Authority Adaptation Strategy Development Guideline, published in April 2016.
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 2017:

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 and activities such as Creative Ireland, Seachtain na nGaeliga, Bealtaine, Heritage Week, Children's Book Festival and Laois Literary Events.
5. Progress and prioritise plans and to advance to Part 8 Planning stage with new Library at Main Street, Portlaoise (formerly Shaws) – Q 2
6. Continue to upgrade Library Website and social media pages to publicise and promote Library services to all.
7. Continue with Local history digitisation and uploading of records to Laois.ie
8. Provide and upgrade high quality Free WiFi and provide access to printing and scanning facilities in all branches.
9. Provide free access to online resources eBooks, eLearning, e-Languages.

Local Performance Target

Increase the level of library internet sessions to 24,000

Arts

1. Provide and develop a quality arts service for the county by implementing strategies outlined in the current Laois Arts Plan 2014-2017.
2. Continue to develop partnerships with the Midland Arts Offices, Department 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.
3. 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.
4. 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.
5. Develop a Culture and Creativity Plan in accordance with the Creative Ireland Programme.
6. Continue to facilitate Laois Youth Theatre, for up to 100 Members county wide and visits and exchanges with other Youth Theatres.
7. Continue to develop the Laois Arthouse in Stradbally by maintaining artists' occupancy and organising Summer Arts Workshops.
8. Deliver the 5 visual Arts exhibitions planned in 2017.
9. Continue implementation of the Artists in Schools Scheme in 9 schools 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 2017 including the National event for Pipes and Harps.

Sports and Leisure

1. Secure funding from various government departments to enable delivery of 4 National Events - National Recreation Week, National Play Day, Bike Week 2017 & Parks Tennis Programme.

2. Maintain & promote 20 public play spaces ensuring a quality experience for all users.
3. Prepare & circulate countywide copies of Summer Activities Booklet for families in County Laois.
4. Continue to support Laois Sports Partnership (LSP) and national governing bodies of sport (NGB's) through the delivery of socially inclusive programmes, events and initiatives.
5. Oversee the refurbishment of Portlaoise Leisure Centre Playground.
6. Continue to assist community groups and clubs to develop quality sport, recreation and play facilities through the provision of advice, training and information.
7. Support key stakeholders in the ongoing development of Portlaoise College Athletic Track.

Water Safety

1. To oversee & 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 & 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 2017:

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) Monitoring implementation of the Annual Social Inclusion and Community Activation Programme (SICAP) measures to the value of €564,064, targeting supports to areas of disadvantage set across 3 Goals / 12 Actions,
 - b) 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. 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, also by partnering with other relevant agencies:
 - (a) Support at least one intercultural event/programme in 2017,
 - (b) Support youth diversion and education programmes,
 - (c) Support drug awareness and mental health awareness programmes,
 - (d) Support at least one disability awareness/support project in 2017.
6. Highlight and acknowledge the contribution of the community sector in the County by hosting an annual Community & Voluntary Awards event in 2017.
7. Support the further development of Laois Public Participation Network and enable the Network to implement its 2017 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 2017 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. 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 2017, half of which will be held in Áras an Chontae.
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 2017 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 2017 Pride of Place Competition and support the community through the competitive process.

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 2017:

1. Implement the budgetary control framework across all revenue divisions and capital programmes.
2. Monitor and manage the 2017 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 2016 on or before the 24th February 2017.
10. Prepare the budget for 2018 between 2nd November, 2017 and 27th November, 2017, 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, 2017.
11. Continue to implement the Mortgage Arrears Resolution Process and the Mortgage to Rent Scheme where deemed necessary and Shared Ownership re-structuring..
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 2016	Friday 24 th February 2017
Q1 2017	Thursday 25 th May 2017
Q2 2017	Thursday 24 th August, 2017
Q3 2017	Friday 24 th November, 2017
Q4 2017	Friday 23 rd February 2018

b) **2017 Borrowing Return**

Q1	Thursday 18 th April, 2017
Q2	Tuesday 18 th July, 2017
Q3	Wednesday 18 th October, 2017
Q4	Thursday 18 th January 2018

Local Performance Target

Complete the Annual Financial Statement 2016 on or before the 24 th February 2017.

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 and Development	To train and develop 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.
Ensure and maintain compliance with employment law	Ensure and maintain compliance with employment law

Key Actions for 2017:

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 2017.
5. Ensure all necessary supports are in place in relation to the retained payroll/superannuation function.
6. Keep staff resource needs under review to meet the needs of the organisation.

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 2017:

1. Examine organisational printing requirements and implement a new Managed Printing Service to meet current and future needs.
2. Plan and work towards a solution to mitigate the diminished role of the Local Government Management Agency and their exit from national network structures.
3. Continue to maintain and update the council Web Sites.
4. Examine current available options and implement appropriate solution for the Council's Server hardware and storage requirements for up to the next 5 years.
5. Review and document existing Contracts for Services and re-tender where this is required.
6. Review Computer security and upgrade hardware and software based security systems as required. Provide appropriate security training for staff.
7. Complete the upgrade to the new public Geographical Information System (GIS) and make this GIS system available via the Council's web site.
8. Update Policy documents and provide relevant Data Protection training. Work towards ensuring the Council is compliant with General Data Protection Regulations (GDPR).

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 2017:

1. Review and update the risk management register.
2. Insure the Authority against all relevant risks.
3. Complete the Internal Audit Plan 2017.
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 and 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 2017.
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 2017:

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 18th April 2016.
2. Ensure that Laois County Council participates in all available OGP Frameworks and that all Service Areas comply with the terms of these Frameworks Agreements.
3. Ensure that Laois County Council participates in all relevant Local Government Operational Procurement Centre (LGOPC) Frameworks on supplygov.ie and ensure that all mini competitions are conducted by Service Areas in accordance with the rules of the relevant Framework Agreements.
4. Ensure that Laois County Council participates in the LGOPC Electrical and Plumbing Services Frameworks when in place.
5. Encourage the use of the quotation facility on supplygov.ie and the integration of this facility with Agresso Milestone 4.
6. In the absence of LGOPC Road Making (Supply and Placement) Framework that road placement works are advertised on the e-Tenders website.
7. Develop organisational capacity and capability to deliver successful procurement.
8. To run a mini-competition under the Framework for Legal Services for Local Authorities to access a high-quality, efficient and effective legal service for Laois County Council.
9. Ensure that Laois County Council partakes in the National Debt Collection Service and the Property and Valuation Services Frameworks when they are in place.
10. Explain the Dynamic Purchasing system to local Small and Medium Enterprises as a means of gaining entry to the public procurement system.
11. Develop and rollout a Contract Management System.
12. Encourage centralised procurement of facility management and maintenance.
13. 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 as is reasonably practicable.

Key Actions for 2017:

1. Development and rollout of an IT based interactive Safety Management System- (end of Q3).
2. Health & Safety Staff Training programme rollout – (Q 1, 2, 3 & 4).
3. Provide enhanced training for dealing with violence and aggression - (end Q2).
4. Monitoring of our Safety Management System through a Safety Inspection Programme (c 200 inspections) & Incident Investigation as appropriate.
5. Prioritising preventative/corrective action programme within each Department - (Q 1, 2, 3 & 4).
6. Provision of appropriate occupational health services - (Q 1, 2, 3 & 4).
7. Maintain and enhance safety communication mechanisms - (Q 1, 2, 3 & 4).
8. Review effectiveness of lone working IT based system (Q 2/3).
9. Review of statutory plant arrangements.

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 2018. Develop and implement a roll-out schedule to migrate Wave 6 Local Authorities into MyPay by the end of 2017.
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 2017:

1. Migrate Wave 6 Local Authorities into MyPay by the end of 2017.
2. Make €700,000,000 in total payments to approximately 43,000 Local Authority payees in 2017.
3. Continue to achieve accuracy levels greater than 98% target. MyPay currently achieve 99.9% accuracy.
4. Progress the Superannuation rollout to wave 2 Local Authorities by the end of 2017.
5. Manage the creation and submission of all payroll related taxation requirements on behalf of our client local authorities as their tax agents.
6. Provide advice and support to all local authorities and participate in policy formulation for the sector in relation to payroll.
7. Comply with all Key Performance Indicators (KPI) and service level obligations as set out in the Payroll Service Level Agreement.
8. Provide accurate pension entitlement statements for our client local authorities.
9. Provide advice and support to all local authorities and participate in policy formulation for the sector in relation to superannuation.

10. 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

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.