

COMHAIRLE CHONTAE LAOISE

LAOIS COUNTY COUNCIL



CORPORATE PLAN

2004-2009

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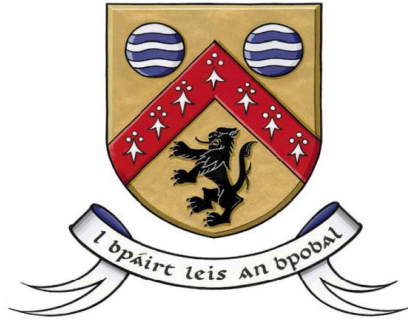
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Corporate Plan 2004 – 2009

Mission Statement

We will provide leadership, develop, promote, protect and regulate our County and deliver quality public services so as to enhance the quality of life for the community.



Corporate Plan 2004 – 2009

Our Mandate

Laois County Council was established under the Local Government (Ireland) Act 1898. The elected Council consists of 25 members who are directly elected to represent the people of the County. Elections are held every 5 years, the most recent being June 2004.

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

The functions of the Council are divided into Reserved and Executive Functions. The former are discharged by Elected Members and involve important matters of policy such as the adoption of the Annual Budget, the borrowing of finance, the making of Development Plans, bye-laws etc. Executive functions performed by the County Manager include the employment of staff, property management, planning decisions and the day-to-day administration of the Council's affairs. The Council is one of the County's major employers and currently has 530 employees.

INTRODUCTION

As Cathaoirleach of Laois County Council and on behalf of the Local Authority I am honoured to have the opportunity to present our Corporate Plan for the period 2004 – 2009.

In a time of rapid change, Laois County Council is prepared to meet the challenges ahead and to provide responsible leadership, thereby ensuring that the development of the county takes place in an inclusive, sustainable, and structured manner.

The production of this Plan provides the framework for the implementation of a coherent strategy for the development of our county for the next five years and is the culmination of an intense consultative process involving employees, elected representatives, community, voluntary & environmental interests, external stakeholders and other public bodies operating at local level.

I want to express my appreciation to all involved for their commitment to the participative process and with my colleagues, I look forward to the implementation of the strategies and achievement of the objectives outlined in this Plan.

Willie Aird M.C.C.

Cathaoirleach



FOREWORD

I am privileged to join with the Cathaoirleach in welcoming publication of the Laois Corporate Plan. Local Government in Ireland is going through a process of reform and experiencing a new era of change and modernisation and must be prepared to address the consequent challenges which these changes represent.



This Corporate Plan is a strategic document which seeks to embrace these challenges in a pro-active manner and which will allow us to plan for change and to manage change in the future. It will enhance the role of the elected members while continuing to deliver focused, more co-ordinated, efficient, and effective services to the public.

This Council is committed to actively seeking out the views of the public and will ensure that adequate resources, both human and financial, are provided to achieve the objectives set out in the Plan.

Detailed Operational Plans will also be developed for each of the relevant service areas and a review mechanism is built into the process which will allow us to monitor and review progress on an ongoing basis and which will permit us to reflect changes arising in both our internal and external environment.

I look forward in anticipation, with our elected members, employees and stakeholders to the successful implementation of the actions detailed in this Plan.

Gerry Gibson

County Manager

Our County in Outline

The County of Laois is one of the most strategically located Counties in Ireland. Portlaoise, the County town is located at the junction of National Primary Routes M7, N7 and N8, the National Secondary Route N80, these routes being of major importance in the County's transportation network.

Laois, as one of the most inland Counties in Ireland, is surrounded by Counties, which do not touch the sea. This in itself is an attraction and a natural resource, as the County of Laois and its principal town Portlaoise form the heart of the Country. From the ancient Round Tower of Timahoe to the elegant magnificence of Emo Court, to the wild and lovely isolation of the Slieve Bloom Mountains, the County boasts a diversity of attractions and activities. While the Slieve Bloom Mountains form a rugged backdrop to the north-west of the County, the centre is dominated by the Rock of Dunamais, surrounded by large tracts of tillage and pasture land. The county is bounded on the east by the Rossmore Plateau. Large areas of peat are a natural resource. The County is well served with towns and villages, all of which give support to the development of the County's natural resources and human resources.

Our Council in History

Laois County Council was established under the Local Government (Ireland) Act, 1898. The Council consists of twenty-five elected members representing the five electoral areas of Portlaoise, Mountmellick, Luggacurren, Borris-in-Ossory and Emo. The first meeting was held in the Grand Jury Room in Portlaoise Courthouse on 22nd April, 1899.

Since 1899 there have been 29 Cathaoirligh of the Council who have served varying periods from one to fourteen annual terms of office. There have been eight different County Managers since 1942.

For many years the main offices of the Council were dispersed throughout Portlaoise in the Courthouse, the Old Jail and the Old County Hospital. This all changed with the official opening in May, 1982 of Áras an Chontae which brought all council departments under one roof.

A further extension was added to Áras an Chontae in December, 2003. The extension makes a very emphatic and identifiable campus for Laois County Council. It is complementary to the existing building and makes another clear statement of the leadership role of Local Government in Laois.

With a view to the efficient delivery of services for our customers, and in the interests of administrative and technical efficiency, the activities of the Council are sub-divided into three areas, namely the Central Area based in Portlaoise, the Western Area in Borris-in-Ossory and the Eastern Area in Stradbally.

In Áras an Chontae there is a state of the art Council Chamber where Council Meetings are open to the public, enabling them to observe local democracy in action. It is the Council's policy to ensure that the facilities at Áras an Chontae act as a focal point for exhibitions, debates and community related activities. Visiting dignitaries to the County and the county town of Portlaoise are received in Áras an Chontae by the Cathaoirleach of the Council and the Mayor of the Town Council.

The Corporate Plan Process

The value of any strategic plan is that it should show what we are trying to achieve in a coherent and structured way, so that all involved can equally have a clear vision and realisation of what is planned and can thus focus on the important issues.

Section 134(1) of the Local Government Act 2001 requires each Local Authority to prepare a Corporate Plan in the six months after Local Government elections.

The Corporate Plan sets out the aims and objectives we intend to work towards from 2004-2009.

In accordance with guidelines for Local Authorities issued in July 2004, the following are the key elements to be incorporated into the Corporate Plan.

- Mission Statement
- Core Values
- Operating Environment
- Strategic Objectives and Supporting Strategies
- Internal Capacity and Resources
- Implementation, Monitoring & Review
- Promoting social inclusion through the delivery of our services

The Laois Corporate Plan was prepared on an inclusive basis involving consultation with internal stakeholders within the organisation, and external stakeholders such as social partners at local level, community, voluntary and environmental interests, and other public bodies operating locally. The views of all stakeholders at the consultation sessions were taken into account in the preparation of the Plan. The Council's Partnership Committee has also been consulted in preparation of the Plan. Laois County Council has ensured that the Plan addresses issues relating to social inclusion, sustainable development and relevant statutory plans and strategies of the Local Authority, including its commitments under the County Development Board Strategy and the National Spatial Strategy.

In progressing the Corporate Plan the Council was obliged to identify a number of strategic objectives on which it wishes to deliver within the timeframe of the Plan. These objectives were framed in the context of the Council's operating environment, which will influence the extent to which the objectives are achievable. The objectives will translate into more detailed supporting strategies and activities, which will be identified in Annual Operational Plans. The Annual Operational Plans will be prepared for each year of the Corporate Plan's timeframe and will spell out in more detail the activities undertaken by different service areas to deliver on the Corporate Plan's objective.

Corporate Plans must have regard to the resources available, as well as constraints under which the Local Authority operates, in order to deliver on the objectives established.

The Plan will be subject to continuous review and regular reporting of progress and any changing circumstances will ensure that the Plan remains central to the activities of Laois County Council in meeting the needs of our communities.

Customer Service/Focus

Improved Customer Service is the cornerstone of Public Sector reform and the modernisation process. Provision of an excellent quality service is fundamental to the delivery of all of Laois County Council's services.

Laois County Council is a multi purpose organisation with a wide range of customers, including Citizens, Councillors, Government Departments, Social Partners, Employees, other Local Authorities and Voluntary & Community Groups etc. Many aspects of their daily lives are affected by activities undertaken by the Local Authority even where the person has no direct contact with the Authority. Nevertheless, customers are entitled to expect our services to be provided in an efficient, effective and courteous manner and, where laws and regulations are to be enforced, that we will do so in a fair and even-handed manner. Also, as an investors in people organisation, we are committed to developing people who work for the Council. We will produce Training and Development Plans to support our Corporate Plan and guide the development of our employees and Councillors.

Although, many improvements have been made in the way Laois County Council delivers its services, we recognise that more work is required in this area. We are also cognisant of the fact that the needs of our customers are constantly changing and there is an onus on Laois County Council to anticipate and effectively meet those needs.

Laois County Council is committed to:

- Promoting an ethos of Customer Care throughout the organisation.
- Improving the quality of service we give to citizens not only in the content of a particular service but also in the process and context in which service is delivered.
- Focusing on the needs of the customer and continually reviewing and if possible, improve service delivery and social and economic effectiveness.
- Bringing better and extended services to the people of County Laois.
- Treating all of our customers with care, honesty, and respect at all times.
- Providing better co-ordination within the organisation which will translate into a seamless delivery of service to our customers.
- Consulting with our customers in order to secure their views on the extent to which our mission is being accomplished.
- Promoting social inclusion.

The Customer Service Action Plan which sets out the tangible proposals of the authority for improving customer service will focus on the following areas.

- Quality service standards
- Appeals
- Equality/diversity
- Physical access
- Consultations & evaluations
- Choice
- Information
- Better co-ordination
- Timelines & courtesy
- Internal customer
- Official language

Our Communities

Our communities are the people in County Laois, including visitors to our County, those on business, tourists, or those on their way to other locations, and our aim is to provide a quality service to all of these people.

Core Values

Our core values are derived from the principles of good local government; are at the heart of all our activities and underpin our mandate to provide leadership and an efficient cost effective service to our customers.

Democratic Mandate/Accountability

The Council is committed to conducting all its activities in the context of its democratic mandate in an impartial, transparent and accountable manner subject to legal, ethical and statutory requirements.

Community Participation/Local Democracy

The Council is committed to promoting, fostering strong, effective, participative democracy through genuine public consultation and information dissemination in relation to all decision making processes, and through effective interaction with Laois Community Forum.

Customer Service

The Council will continue to focus on the provision of a high quality, cost effective, inclusive and user-friendly service which will be responsive and accessible to the needs of our customers and citizens.

Sustainability

The Council is committed to the integration of the principles of sustainability across all services delivered and policies adopted in a manner which will impact positively on both the present and future population of Laois

Economic Development

The Council is committed to the economic development of the County with a view to eliminating unemployment in Laois by ensuring/promoting the provision of quality employment for all who seek it.

Social Inclusion

The Council is committed to promoting social inclusion and quality of life for all its citizens and to delivering its services in a manner which has regard to the specific needs of those experiencing disadvantage or social exclusion.

Human Resources

The Council recognises the skills and talents of all our employees and their contribution to service delivery, it respects their integrity and is committed to training, developing and motivating them to reach their full potential.

Partnership

The Council is committed to valuing the importance of partnership and aim to develop effective partnership with private sector, state agencies, the wider community and our workforce.

Equality and respect for diversity

The Council values equality and are committed to securing it, both as employer and service provider. The Council respects diversity and will value and respect the different cultures and traditions of all who reside in County Laois.

Leadership

The Council is committed to civic and community leadership in supporting local initiative, co-ordinating and complementing the work of other agencies and organisations and to improving the quality of life of those living and working in the County.

Our Operating Environment

Change is occurring at an unprecedented rate and the forces which drive change will continue to impact on the County. As a Local Authority we are affected by a wide range of external and internal factors which influence our ability to achieve our goals. It will require a vibrant, proactive and responsive Local Authority to keep pace with developments.

It is difficult to accurately predict or to forecast how these forces of change will impact on Laois County Council, however, it is imperative that we attempt to identify these forces and the extent of their influence which will enable us to develop structures, services and programmes in a strategic manner while adhering to the principles of economy, efficiency, and effectiveness.

Some of the more important prevailing factors are summarised below:

External Factors

- Unprecedented economic growth
- Demographic changes
- Socio economic factors
- The need to ensure sustainability
- EU and National Government Policy
- National Development Plan and associated strategies
- The importance of promoting Social Inclusion
- Changing customer expectations and demands
- An increased emphasis on active citizenry
- Increased stringency in sourcing finances
- Advances in Information & Communication Technology
- National Spatial Strategy
- Regional Planning Guidelines
- Other strategic plans and programmes at regional level
- County Development Strategy Realising Our Potential”
- Local demand for housing

Internal Factors

- Changes in organisational structure
- Human resources
- Role and needs of Elected Members
- Workplace Partnership
- Freedom of Information
- Financial / Business Management
- Information & Communication Technology
- Service Indicators

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

Corporate Objectives

The Corporate Objectives of Laois County Council are as follows:

1. Provide excellent services to enhance the quality of life of all
2. Optimise human and financial resources
3. Promote and develop the county economically, socially, and culturally while respecting our heritage and traditions
4. Ensure the principle of sustainability is reflected in all our policies and actions
5. Achieve social inclusion and equality for all
6. Enhance the leadership role of the Council in a spirit of partnership
7. Integrate openness, transparency and accountability into all our activities

The Corporate Objectives and Core Values will be fulfilled through the preparation and execution of Annual Business Plans/Action Plans by individuals and sections and by the implementation of the Performance Management Development System Process. Due regard will be had to these Objectives in the implementation and monitoring of this Plan.

An Inclusive Society

Social Inclusion is an overarching objective which permeates the Corporate Plan. Laois County Council plays a key role in providing essential support to many people throughout the County.

We understand that the experience of “what works” in tackling social exclusion is shared among different individuals and organisations and we seek to promote improvement in people’s lives through partnership with these individuals and organisations who have proven records of making a difference in the community.

Social inclusion is at the heart of what we do. We believe that it is best tackled by mainstreaming our response to inclusion rather than labelling certain aspects of our population as ‘socially excluded’ which could possibly contribute to marginalising them further. This means that we give priority to addressing social exclusion in the planning, implementation and delivery of all our services.

We recognise that effective responses to social inclusion requires the active involvement of many local partners, ranging from public service providers to business, community and the voluntary sector. Laois County Council is a key player as an organisation with both democratic legitimacy and the potential to make a real difference.

We have a good track record in tracking social exclusion but we recognise that by developing our own capacity and understanding we will be better placed to contribute to the work of our partners and assist the voluntary, community and private sector to respond effectively.

We are therefore committed to the promotion and implementation of social inclusion measures, and to positively impact on the economic, social, and cultural wellbeing of the disadvantaged.

Strategies

- We will endeavour in all its policies to actively promote social inclusion and the elimination of poverty in the County.
- We will promote sustainable economic development of the County with a view to eliminating unemployment.
- We, in partnership with all other agencies in the County will promote the educational, physical, mental and cultural development of all our citizens.
- Our service provision will have due regard to ensuring access for all.
- We will foster quality of life in the County through community participation.
- We will communicate with the people of Laois in a manner which is simple, accessible and understandable.
- We will reduce and where possible eliminate social exclusion.

Partnership

Partnership plays an important part in effecting change in the workplace. The Partnership Committee is central to and is actively involved in the Corporate Planning process.

The Workplace Partnership Committee in Laois County Council has compiled an Action Plan, taking cognisance of the National Strategic Plan 2003 – 2005. The mission statement of Partnership Committee is:

“To foster a culture of Partnership, through consultation and involvement for the overall good of all employees and the functioning of Laois County Council”.

The four core objectives included in the Action Plan are as follows:

- To promote Partnership
- To improve employee morale
- To improve customer service
- To improve public image

In accordance with the National Strategy 2003 – 2005 our vision for partnership is for it to become the established way of doing business, which would involve management, unions and employees at all levels in addressing a wide range of issues of strategic and operational importance, and in delivering positive outcomes to all stakeholders i.e. management, unions and the public.

The objectives of the National Strategy are:-

1. Outcomes.

The Partnership process in Laois will deliver significant positive outcomes to all stakeholders:-

- for employees, input on the issues that affect them
- for managers, organisational efficiency, effectiveness and value for money, and reduced friction and dispute
- for customers improved service delivery.
- for union more influence at local authority level.
- for the stakeholders, improved communications and relationships and higher levels of trust.

2. Issues

Workplace Partnership can effectively address a range of national and local issues geared at improving organisational efficiency and effectiveness and the quality of working life.

3. Wider Involvement of People

Employees and managers have experienced working in partnership through a variety of mechanisms, e.g. partnership committees, working groups, departmental and section meetings on work related issues.

4. Structures

Partnership structures have evolved to empower partnership with the flexibility to become more effective in improving organisational performance and developing the partnership culture.

5. Developing Capability

Management, Employees, Unions and the Public have acquired the capability to perform effectively through Partnership.

6. Developing the Partnership Culture

Partnership is the preferred way of doing business in Laois County Council.

Partnership Committee

The members of the Partnership Committee are:

Mr. Gerry Maher

Mr. Ian McCormack

Ms. Denise Doyle

Mr. Declan Byrne

Mr. Martin Daly

Mr. Michael O' Loughlin

Ms. Dolores Murphy

Mr. John Culleton

Mr. Paddy Dowling

Mr. Kieran Kehoe

Partnership Facilitator:

Ms. Josephine Kavanagh

Tel: 0502 64242

Email: jkavanag@laoiscoco.ie

Finance Section

Objective

Foster and support strong financial management underpinned by effective financial controls.

Strategies

- Provide timely, accurate and impartial financial advice and information
- Ensure that the organisation's financial resources are well managed
- Ensure the highest standards of corporate governance and reflected in all aspects of the organisation.
- Inculcate a culture of obtaining best value from money throughout the organisation.
- Incorporate the most efficient collection methods, including up-to-date technology.
- Ensure timely payment of payroll and payment commitments.
- Ensure timely submission of all grant and other claims.
- Ensure there is an effective system of internal financial control.
- Ensure that the assets of the organisation are well managed.

Objective

To provide the general public with a quality, fast, efficient, customer friendly service, in regard to the provision of Motor Tax and Driving Licences.

Strategies

- To provide a quality service in a fair, efficient, reliable and courteous manner.
- Utilize information technology to full potential in the delivery of an effective service and encourage use of postal service and on-line facility.

Service Indicators Initiative

The Service Indicators Initiative complements the Corporate Plan in that the information gleaned from this initiative will assist in the preparation of the Customer Action Plans and Annual Operation Plans. This process is set out in detail in "Delivering Value for People. Service Indicators in Local Authorities" published by the Department of Environment, Heritage and Local Government in January 2004.

The Service Indicators Initiative will highlight local successes, bring about a consistency in reporting, introduce early warning systems which will help to resolve issues, provide an explanatory mechanism which will help to put indicators in context and it will also give Local Authorities the opportunity to learn from best practice.

It also sends out a message that Local Government is committed to building on progress already made in the modernisation process to date.

Service Indicators Implementation Team

Mr. Louis Brennan, Director of Services

Mr. Ian McCormack, Senior Executive Officer

Mr. Gerry Gillen, Senior Executive Officer

Mr. Martin Daly, Senior Executive Officer

Ms. Anna Marie Delaney, Senior Executive Officer

Mr. Christy Crawford, Head of Information Systems

Mr. Gerry Murphy, Financial Management Accountant

Mr. Sean Mullins, Senior Engineer

Mr. Tom Shanahan, Senior Engineer

Implementation, Monitoring & Review

This Corporate Plan sets out the core objectives of Laois County Council over the period 2004 – 2009 and the actions to realise them.

New demands and challenges will constantly arise, not all of which can be anticipated, and priorities will change as a result. It will be necessary to review the Plan to take account of changes which have occurred, (objectives and strategies to be tailored/reflect the ever changing operational environment) and to ensure that the plan is being implemented at the pace agreed.

The Council's strategic management process, therefore, also involves monitoring and review.

- The Council will, as part of the ongoing review of the Plan, prepare an Annual Progress Report which will be submitted to the members for their consideration.
- The Progress Report will also be published as part of the Annual Report.
- The ongoing monitoring and review of the Corporate Plan will be an integral part of the work of the Corporate Policy Group of the Council.
- Annual Operational Plans will reflect objectives set out in the Corporate Plan and demonstrate how these objectives will be achieved through specific actions for the year in question.
- The Partnership Committee will also be involved in and consulted during the review process.
- Each Department will be responsible for ongoing monitoring of performance indicators and operational plans.

The review will involve employees, elected members, sectoral interests, customers and citizens all of whom will ensure that essential feedback is provided on an ongoing basis.

TOWN COUNCIL MEMBERSHIP

PORTLAOISE TOWN COUNCIL

Name	Address	Party
Adebari, Rotimi	12 Colliers Court, Portlaoise, Co. Laois.	Non-Party
Aird, William M.C.C.	Nutgrove, Abbeyleix Road, Portlaoise, Co. Laois.	Fine Gael
Fitzgerald, Catherine M.C.C.	14 Cherrygarth, Portlaoise, Co. Laois.	Fianna Fail
Jacob, Thomas M.C.C.	Ard na Greine, Glenside, Portlaoise, Co. Laois.	Non-Party
Lodge, Jerry M.C.C.	Ridge Road, Portlaoise, Co. Laois.	Fianna Fail
Nolan, Jack	"Greenwood", Clonreher, Portlaoise, Co. Laois.	Fianna Fail
O'Brien, Kathleen	6 Millview, Portlaoise, Co. Laois.	Fine Gael
Stanley, Brian M.C.C.	53, O'Moore Place, Portlaoise, Co. Laois.	Sinn Fein
Sweeney Mary M.C.C.	Newtown, Ballyroan, Co. Laois.	Fine Gael

Mountmellick Town Council

Name	Address	Party
Bowe, Patrick	Pearse Street, Mountmellick, Co. Laois	Non-Party
Bracken, Patrick J M.C.C.	Garoon, Mountmellick, Co. Laois	Fianna Fail
Connolly, Marc	Ballymoyle, Rosenallis, Co. Laois	Fianna Fail
Delaney, Bobby	41 Pattisons Estate, Mountmellick, Co. Laois	Fine Gael
Gormley, Michael	Parnell Street, Mountmellick, Co. Laois	Fianna Fail
Hanson, Helen	O' Moore Street, Mountmellick, Co. Laois	Fianna Fail
Melia, Joe	43 Pattisons Estate, Mountmellick, Co. Laois	Fianna Fail
O' Meara, Denis	Harbour Street, Mountmellick, Co. Laois	Fianna Fail
Whelan, Rosemary	Borness, Mountmellick, Co. Laois	Fine Gael

Strategic Policy Committees (SPC's)

The role of the Strategic Policy Committees is to formulate, develop, and review policies which are then presented to the Council for adoption.

Committees	Appropriate Policy Areas	Members
Economic Development & County Promotion Policy	Chair: Cllr. James Deegan Industrial Development Tourism General Economic Policies Enterprise Development	Cllr. John Bonham Cllr. Martin Phelan Cllr. Paul Mitchell Cllr. Tom Jacob Cllr. Michael Moloney Cllr. Brendan Phelan PL Town - Cllr. Rotimi Adebari Mr. John Finlay Ms. Margaret Ryan Mr. Eddie Phelan Mr. William Moylan
Environment & Water Services Policy	Chair: Cllr. Mary Sweeney Waste Management Burial Grounds Fire & Emergency Services Animal Control / Food Hygiene Environmental Issues Water Supply & Sewerage Schemes Public Conveniences	Cllr. James Daly Cllr. John Moran Cllr. Ray Cribbin Cllr. William Delaney Cllr Dick Miller Mtm Town - Cllr. Michael Gormley Mr. Donald Scully Mr. John Cummins Mr. Ger Lynch Mr. Christy Mooney
Planning & Transportation Policy	Chair: Cllr. John Joe Fennelly Development Plans Urban and Rural Development Conservation Issues Roads – Design and Construction Traffic Management and safety Public Lighting General Transport and access issues	Cllr. David Goodwin Cllr. Michael Lalor Cllr. Michael Turley Cllr. Michael Rice Cllr. Jerry Lodge PL Town - Cllr. Jack Nolan Mr. Martin Keane Mr. John Keyes Mr. Brian Bonham Mr. John Kelly
Housing, Social & Cultural Policy	Chair: Cllr. Brian Stanley Housing Construction and Maintenance Estate Management Loans and Grants Social Housing Initiatives Voluntary Housing Traveller Accommodation Libraries and Museums Arts and Heritage issues Recreation and Sport Usaid na Gaeilge	Cllr. Willie Aird Cllr. Larry Kavanagh Cllr. Paddy Bracken Cllr. Seamus McDonald Cllr. Catherine Fitzgerald Mtm Town - Cllr. Marc Connolly Mr. John Grace Mr. Michael Dowling Ms. Mary Wheatley Mr. Pat Culleton

Laois County Development Board Members

Sector	Name	Organisation
Local Government Partners	Ms. Mary Sweeney M.C.C.	Chairperson Environment and Water Services SPC
	Mr. James Deegan M.C.C.	Chairperson Economic Development and County Promotion SPC
	Mr. John Joe Fennelly M.C.C.	Chairperson Planning and Transportation SPC
	Mr. Brian Stanley M.C.C.	Chairperson Housing Social and Cultural SPC
	Mr. Willie Aird M.C.C. Cathaoirleach Laois County Council	Cathaoirleach Laois County Council
	Ms. Helen Hanson T.C.	Mountmellick Town Council
	Mr. Gerry Gibson	County Manager Laois County Council
Local Development Partners	Ms. Lena Ging	County Enterprise Board
	Ms. Julia Booth	Laois LEADER
	Mr. Pat Fitzpatrick	Mountmellick Development Association
	Ms. Anne Goodwin	Laois LEADER
	Ms. Diane Burke	Portlaoise Community Action Project
	Ms. Maria Callinan	Laois County Enterprise Board
	Ms. Fionn Bardon	Laois County Childcare Committee
Statutory Agencies	Mr. Aidan Waterstone	Midland Health Board
	Mr. Pat Campbell	FAS
	Ms. Ann O' Keefe	Co. Laois V.E.C
	Mr. Denis Galvin	Department of Social and Family Affairs.
	Mr. Con Feighery	Teagasc
	Mr. Nick Mernagh	Enterprise Ireland
	Ms. Brid Moody	IDA Ireland
	Mr. Norman Black	Midlands East Tourism Organisation
	Chief. Supt. Kevin Donohoe	An Garda Siochana
	Mr. Seamus Murray	Department of Education & Science
Social Partners	Mr. Teddy Fennelly	Business Sector Representative
	Mr. Michael Bergin	Farming Sector Representative
	Mr. Brian Bonham	Laois County Community Forum
	Mr. William Moylan	Trade Union Representative
	Mr. Eric Lewis	Laois County Community Forum

PRINCIPAL OFFICERS OF LAOIS COUNTY COUNCIL

County Manager	Mr. Gerry Gibson
Director of Economic Development, Human Resources, Corporate Affairs & Information Technology	Mr. Louis Brennan
Director of Housing, Community & Enterprise	Mr. Declan Byrne
Director of Environment and Water Services	Mr. John Daly
Acting Director of Planning & Roads	Mr. Martin Daly
Acting Head of Finance	Mr. Gerry Murphy
Senior Executive Officer Economic Development/ Corporate Planning	Mr. Ian McCormack
Senior Executive Officer Human Resources, Corporate Affairs	Mr. Gerry Gillen
Senior Executive Officer Housing	Ms. Anna Marie Delaney
Acting Senior Executive Officer Planning	Mr. Ger Scully
Acting Financial Management Accountant	Ms. Roisin Walsh
Head of Information Systems	Mr. Christy Crawford
Senior Engineer Environment	Mr. Tom Shanahan
Senior Engineer Water Services	Mr. Sean Mullins
Senior Engineer Roads	Ms. Mary White
Senior Planner	Mr. Peter Dolan
Chief Fire Officer	Mr. Martin Collins
County Librarian	Mr. Gerry Maher
Senior Social Worker	Ms. Fionnuala Daly

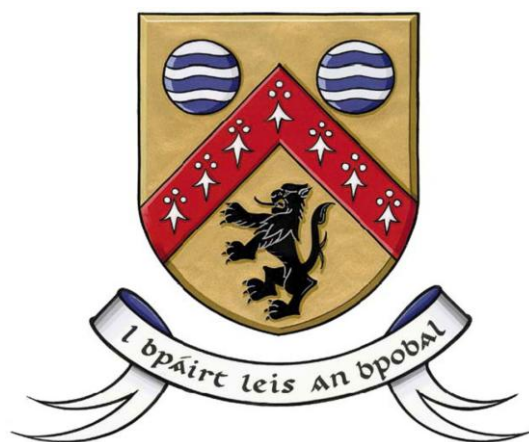
HOW TO CONTACT US

<p>Áras an Chontae Portlaoise</p>	<p>Tel: (0502) 64000 Fax: (0502) 22313 E-Mail: corpaffairs@laoiscoco.ie Opening Hrs: 9.00 a.m. to 5.00 p.m. (incl. Lunch Hour) Web: www.laois.ie</p>
<p>Cash Office Block 2 Áras an Chontae</p>	<p>Tel: (0502) 74308 Opening Hrs: 9.00 a.m. to 3.30 p.m. (incl. Lunch Hour)</p>
<p>Planning Office Áras an Chontae</p>	<p>Tel: (0502) 64039 Opening Hrs: 9.30 a.m. to 4.00 p.m. (incl. Lunch Hour)</p>
<p>Motor Tax Block 2 Áras an Chontae</p>	<p>Tel: (0502) 64009 Fax: (0502) 21184 Opening Hrs: 9.00 a.m. to 3.30 p.m. (incl. Lunch Hour)</p>
<p>Sports & Leisure Office Block 2 Áras an Chontae</p>	<p>Tel: (0502) 74347 Fax: (0502) 74382</p>
<p>Arts Office Block 2 Áras an Chontae</p>	<p>Tel: (0502) 74342 Fax: (0502) 74382</p>
<p>Library Headquarters Block 2 Áras an Chontae</p>	<p>Tel: (0502) 74315 Fax: (0502) 74381</p>
<p>Western Area Courthouse, Borris in Ossory</p>	<p>Tel: (0505) 41123 Fax: (0505) 41188</p>
<p>Eastern Area Courthouse, Stradbally</p>	<p>Tel: (0502) 25227 Fax: (0502) 25227</p>
<p>Central Area Mountrath Road, Portlaoise</p>	<p>Tel: (0502) 64168 Fax: (0502) 60135</p>
<p>Housing Repairs Mountrath Road, Portlaoise</p>	<p>Tel: (0502) 22177 Fax: (0502) 60135</p>
<p>Road Design Office Áras an Chontae</p>	<p>Tel: (0502) 64000 Fax: (0502) 22633</p>
<p>Laboratory Mountrath Road, Portlaoise</p>	<p>Tel: (0502) 64164 Fax: (0502) 63502</p>
<p>Machinery Yard Clonboyne, Portlaoise</p>	<p>Tel: (0502) 21148 Fax: (0502) 21148</p>
<p>National Roads Project Office Clonboyne, Portlaoise</p>	<p>Tel: (0502) 64850 Fax: (0502) 64858</p>
<p>Landfill Site Kylletalisha, Portlaoise</p>	<p>Tel: (0502) 20653 Fax: (0502) 60858</p>
<p>Civil Defence HQ Áras an Chontae</p>	<p>Tel: (0502) 64000 Fax: (0502) 25058</p>

GLOSSARY OF TERMS

ICT:	Information Communication Technology
ECDL:	European Computer Driving Licence
LGCSB:	Local Government Computer Services Board
GIS:	Geographic Information System
WAI:	Web Accessibility Initiative
IT:	Information Technology
Email:	Electronic Mail
PMDS:	Performance Management Development System
IBAL:	Irish Business Against Litter
LAMS:	Local Authority Management System
Q rating:	Quality Rating
IDA:	Industrial Development Agency
OPW:	Office of Public Works
MANS:	Metropolitan Area Networks
CD:	Compact Disk
DVD:	Digital Versatile Disk
UFW:	Unaccounted for water
EU:	European Union
EPA:	Environmental Protection Agency
PE:	Population Equivalent
DWF:	Dry Weather Flows
SPC:	Strategic Policy Committee

COAT OF ARMS



The chevronels or inverted V's rising toward the top of the shield represent the Slieve Bloom Mountains and the Rock of Dunamaise and are charged with seven ermine spots representing the seven leading families or 'tribes' of Laois. The heraldic fountains of white and blue represent the source and beginning of the rivers Nore and Barrow. The fountains are also a mark of the County, showing its colours of white and blue. The lion rampant in base is that of Ó Mordha, Kings of Laois. The background is gold, the colour of the Ó Mordha lion and stars.