

Service Delivery Plan 2023

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Chief Executive Welcome Note

Welcome to Longford County Council's Service Delivery Plan 2023 (SDP 2023).

This Annual Service Delivery Plan for 2023 is submitted to the Cathaoirleach and Members of Longford County Council for their consideration.

The purpose of this document is to identify the key services that Longford County Council intends to deliver to the public during 2023. Longford County Council will continue in its service delivery over the year to be an engaging, open, connected, and innovative Council for all our people.

This corporate document sets out the objectives of the Council for high quality service delivery and performance standards the Council will strive to achieve this year.

Each objective is assigned to a Directorate and desired performance indicators standard to be achieved are identified. These are separate to and in addition to National Audit and Oversight Commission (NOAC) performance indicators.

This Plan is consistent with the Council's Budget for 2023, adopted by the Elected Members on 25 November 2022 and aligned to the themes and strategic objectives of the Council's adopted Corporate Plan 2019 to 2024.

The year 2022 continued to be an extraordinary one globally in the context of the Covid-19 pandemic, the Ukrainian crisis and escalating energy costs. The Council have made excellent progress in delivering commitments set out in the Service Plan over the last year despite the challenges it faced.

In adopting and publishing this Service Delivery Plan the Council presents a clear picture for the citizens of Longford on the services and performance standards for the betterment of our county towards which we are all striving to achieve.



Paddy Mahon

Introduction and Context

The Local Government Reform Act, 2014, established the requirement for each local authority to prepare an Annual Service Delivery Plan identifying the services that it proposes to deliver to the public in the year ahead.

This Service Delivery Plan sets out the principal services the Council proposes to deliver by the end of the year within existing constraints on funding and resources.

This Service Delivery Plan was prepared in the context of a wide range of local, regional, and national plans and strategies that inform and guide the Council's work.

The Council's policy documents, listed below, set out the framework within which the local authority operates:

- Corporate Plan 2019 - 2024
- Annual Budget 2023
- Longford County Development Plan 2021 - 2027
- Longford Local Economic and Community Plan

A comprehensive work programme will be undertaken throughout the year to deliver on the objectives 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
- indirectly through the various grant and assistance schemes to community and other groups.

Financial Summary

The Annual Revenue Budget for 2023 was approved and adopted by the Elected Members 25th November 2022.

It provides for a total expenditure of €64,872,564 and anticipates income of €45,893,133 from a range of services and sources including rents, fees, charges, loan repayments, grants, and recoupments.

The balance totaling €18,979,431 will be funded from a combination of commercial rates and Local Property Tax.

This expenditure is equal to spending approximately €1,391 per citizen based on our population of 46,634 in County Longford (Census of population 2022 preliminary results).

A full breakdown of the Council's Budget for 2023 is available [here](#).

Principal Service	Budget 2022	Budget 2023	Increase	% Increase
Housing and Building	€10,026,917	€12,349,430	€2,322,513	23%
Road Transport and Safety	€20,380,160	€20,122,564	-€257,596	-1%
Water Services	€4,260,760	€4,027,686	-€233,074	-5%
Development Management	€11,417,181	€12,447,181	€1,030,000	9%
Environmental Services	€6,178,587	€6,001,044	-€177,543	-3%
Recreation and Amenity	€4,891,511	€5,175,860	€284,349	6%
Agriculture, Education, Health and Welfare	€499,303	€508,675	€9,372	2%
Miscellaneous Services	€3,925,448	€4,240,124	€314,676	8%
Total	€61,579,867	€64,872,564	€3,292,697	5%

Organisational Capacity

The Council is committed to ensuring the organisations design and structure is appropriate for the delivery of corporate strategic goals and service delivery plan objectives.

Council Employee resources as of December 2022 are as follows:

Employee Category	Total December 2021	Total December 2022
Managerial	4	7
Clerical/Administrative	167	173
Professional/Technical	69	77
Outdoor	95	98
Fulltime/Retained Firefighters	42	43
Overall Total	377	398



Principal Services Objectives

In support of the Council priorities the identified specific service delivery objectives for 2023 are aligned with the Strategic Objectives agreed in the Council's published Corporate Plan 2019-2024.



A Thriving County



A Safer County



A Greener County



A County for Everyone

Housing, Planning, Regeneration and Capital Projects



Director of Service: John Brannigan

Housing

A Thriving County

Strategic Objective	Service Delivery Objective
Continue to Grow and Transform our County's Economy and Infrastructure	<ul style="list-style-type: none"> • Increase the Council's Social Housing Stock and improve the condition of existing stock • Maximise the number of units that are allocated for the first time to tenants in the year to 31 December 2023 • Complete pre-letting repairs within the shortest possible timeframe • Acquire, refurbish, and allocate the tenancies of suitable secondhand properties
Lead and Support the Regeneration of our County Towns and Villages	<ul style="list-style-type: none"> • Refurbish Void Properties and develop in-fill sites where possible • Complete the refurbishment and re-allocation of Void Properties as quickly as possible • Commence and complete the development of new properties on in-fill sites • Ensure derelict sites levies are recouped or enforced legally

A Safer County

Strategic Objective	Service Delivery Objective
Address safety and security issues and concerns for our communities	<ul style="list-style-type: none"> • Members of the Estate Management Team will meet regularly with Residents Groups and Community Gardai

	<ul style="list-style-type: none"> • Inspections and Re-Inspections of Private Rented Properties will be carried out
Partner with other principal response agencies to plan and respond to emergencies	<ul style="list-style-type: none"> • Provide Emergency Accommodation to those who need it • The needs of those seeking Emergency Accommodation will be assessed and where possible accommodation will be sourced for those deemed to need it
Promote and implement best practice in Occupational Health and Safety	<ul style="list-style-type: none"> • Promote a culture of working safely amongst those who are involved in all aspects of the delivery and maintenance of the Council's Social Housing Stock • Site Safety Inspections will be carried out and Site Safety information will be provided to both employees and contractors

A Greener County

Strategic Objective	Service Delivery Objective
Place Climate Action, biodiversity and the environment at the heart of local decision making	<ul style="list-style-type: none"> • Ensure that new properties are designed in accordance with modern energy efficiency standards
Support the just transition to a low carbon economy and ensure that policies and practices lead towards low carbon pathways and put in place processes for carbon proofing major decisions, programs, and projects, moving over time to a near zero carbon investment strategy	<ul style="list-style-type: none"> • Complete the retrofitting of as many properties as possible before 31 December 2023

A County for Everyone

Strategic Objective	Service Delivery Objective
<p>Advocate social inclusion through respect and promotion of equality and human rights and be guided in all our work by public sector duty principles</p>	<ul style="list-style-type: none"> • Support the development of Socially Inclusive neighbourhoods • Allocate tenancies in accordance with the adopted Scheme of Letting Priorities • Assist those who are eligible to access housing under the Rental Accommodation and Housing Assistance Payment Schemes • Assist those who are applying to be included on the Council’s Housing waiting list • Provide assistance to those who are vulnerable or homeless
<p>Develop connected, sustainable, and prosperous communities with access to housing, education, work, healthcare and leisure</p>	<ul style="list-style-type: none"> • Support the efforts of Community and Residents Groups • Complete a programme of adaptation works on Council owned properties • Facilitate the adaptation of privately owned homes • Carry out inspections of private rented properties
<p>Support and Strengthen Local Democracy</p>	<ul style="list-style-type: none"> • Elected Members will be supported in their policy formulation and representational roles

Planning

A Thriving County

Strategic Objective	Service Delivery Objective
Continue to Grow and Transform our County's Economy and Infrastructure	<ul style="list-style-type: none"> • Support Management in promoting Longford as a location for investment and development • Support and encourage Tourism. • Support and encourage the delivery of Active Travel Measures and Climate Action objectives across County Longford
Develop new and existing business Districts and encourage the growth of a skilled workforce	<ul style="list-style-type: none"> • Support sustainable development of our residential and business districts • Protect our environment to facilitate sustainable communities • Support and encourage training and upskilling of workforce
Improve connectivity and accessibility, both infrastructural and digital to attract and support business community and our people	<ul style="list-style-type: none"> • Support the implementation of the Public Service Information Communication Technology Strategy and the Governments National Broadband Plan • Support the development of the Counties infrastructure
Lead and Support the Regeneration of our County Towns and Villages	<ul style="list-style-type: none"> • Support the activities of our Communities and Regeneration section • Continue to support Arts, Culture and Heritage • Continue to support the sustainable development of our towns and villages
Strive to develop a Public Service Centre of Excellence	<ul style="list-style-type: none"> • Continue to develop and innovate in delivering our Planning service to our customers

	<ul style="list-style-type: none"> • Continue to maintain good relationships with our general public and public sector partners.
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A Safer County

Strategic Objective	Service Delivery Objective
Address safety and security issues and concerns for our communities	<ul style="list-style-type: none"> • Development Plan and Town Plan policies and other relevant planning policy documents to increase safety and security for Longford's communities
Ensure our governance structures are underpinned by responsive leadership, robust processes, and compliance	<ul style="list-style-type: none"> • Ensure our procurement and governance structures meet the highest standards. • Ensure elected members are well informed in areas such as the Development Plan making process, Development Management and their associated roles.
Ensure our governance structures are underpinned by responsive leadership, robust processes, and compliance	<ul style="list-style-type: none"> • Maintain the health, safety and wellbeing of our planning workforce • Encourage and promote a culture of continuous Health and Safety improvement in the planning section • Identify and monitor risks for the Section
Partner with other principal response agencies to plan and respond to emergencies	<ul style="list-style-type: none"> • Work collaboratively with relevant bodies in terms of the delivery of the Local Authority Emergency Response Plan
Safeguard, protect and enhance the environment in the interests of quality of life, economic development and regulatory compliance	<ul style="list-style-type: none"> • Develop and implement appropriate Development Plan and Town Plan policies and actions and other relevant planning policy documents to protect and enhance our environment • Ensure environmental regulatory compliance

A Greener County

Strategic Objective	Service Delivery Objective
Lead and provide a planned response to climate change	<ul style="list-style-type: none"> Promote principles of sustainable development Increase awareness of climate change at local level
Place Climate Action, Biodiversity and the Environment at the heart of local decision making	<ul style="list-style-type: none"> Integrate positive climate action as a key consideration in the County Development Plan, Town Plan and other Planning Policy documents Educate our communities to develop a culture of positive climate action
Protect our natural and built environment	<ul style="list-style-type: none"> Protect and enhance Longford's natural and built resources through the developing and implementation of appropriate policies, plans and actions Protect and enhance the biodiversity of the county. Work in partnership with state agencies and Bord na Mona/other Agencies on the rehabilitation of bogs and the development of the Mid Shannon Wilderness Park
Support the just transition to a low carbon economy and ensure that policies and practices lead towards low carbon pathways and put in place processes for carbon proofing major decisions, programs, and projects, moving over time to a near zero carbon investment strategy	<ul style="list-style-type: none"> Develop planning policies and development management roles to encourage and implement policy standards on climate action Support our communities and economy in transitioning to a low carbon living and economy

A County for Everyone

Strategic Objective	Service Delivery Objective
Advocate social inclusion through respect and promotion of equality and	<ul style="list-style-type: none"> Promote social inclusion in the development of Development Plan and Town Plan policy, and other

human rights and be guided in all our work by public sector duty principles	relevant planning policy documents and processing of development management applications
Develop connected, sustainable and prosperous communities with access to housing, education, work, healthcare and leisure	<ul style="list-style-type: none"> • Promote the concept of 'compact growth' and sustainable development as advocated in the National Planning Framework and Regional Spatial Economic Strategy in the development of County Development Plan and Town Plan policy
Enhance, celebrate, and support our rich culture, heritage, diversity, sport and creativity	<ul style="list-style-type: none"> • Develop and implement appropriate strategies, policies, plans and actions which support culture, heritage, diversity, integration, activity, sport, creativity and improved health outcomes for citizens
Support and Strengthen Local Democracy	<ul style="list-style-type: none"> • Promote public participation and involvement in the County Development Plan and Town Plan preparation process through active consultation and communication with our citizens

Directorate of Housing, Planning, Regeneration and Capital Projects **Performance Indicators**

✓	Work with other Departments/Agencies to identify and develop Economic and Tourism initiatives
✓	Develop and implement appropriate planning strategies and policies that will continue to improve the cultural, learning, recreational, sporting and creativity needs of all our citizens
✓	Support and implement policies set out in the adopted County Development Plan 2021-2027
✓	Planning support for Regeneration activities internally and externally
✓	Commence preparation of the Longford Town and Transport Plan
✓	Embed Governance and good working practice within culture of the planning section
✓	Elected members will receive guidance and training from OPR on their role in the respective planning processes.
✓	Implement Climate Actions contained in County Development Plan and County Climate Action Plan.
✓	Maximise the use of online services and meetings and maximise the integration of e-planning into our service
✓	A strong Organisational Health and Safety Culture
✓	Compliance with Longford County Council governance structures regarding audits, procurement, customer charter, data protection
✓	Consideration of Climate Action, Biodiversity, and the Environment in proposed Infrastructural Projects

Finance and Information Technology



A/Director of Service: Fema Flanagan

Financial Planning and Reporting

A Thriving County

Strategic Objective	Service Delivery Objective
Strive to develop a Public Service Centre of Excellence	<ul style="list-style-type: none"> • Implement Financial Management Upgrades and any relevant new technology
Continue to Grow and Transform our County's Economy and Infrastructure	<ul style="list-style-type: none"> • Provision of information to other departments • Provide strong Treasury function ensuring funds are available when required and ensuring the best return on investment with limited cash resources • Continue to improve our financial outlook through robust budgetary control • To deliver financial plans and budgets that manage and deploy our resources to maximise our operational efficiency and achieve value for money • Provision of timely up to date financial information to inform and assist • in decision making

A Safer County

Strategic Objective	Service Delivery Objective
Promote and implement best practice in Occupational Health and Safety	<ul style="list-style-type: none"> • Promote a culture of safe working and implement the Health and Safety Management System

A Greener County

Strategic Objective	Service Delivery Objective
Place Climate Action, Biodiversity and the Environment at the heart of local decision making	<ul style="list-style-type: none">• Participate in the Council's implementation of Climate Action Charter including participation in employee training• Introduce Greener Policies

A County for Everyone

Strategic Objective	Service Delivery Objective
Support and Strengthen Local Democracy	<ul style="list-style-type: none">• Payment of members allowances, training and expenses and provision of administration support

Financial Governance, Income Generation, Audit and Compliance

A Thriving County

Strategic Objective	Service Delivery Objective
Continue to Grow and Transform our County's Economy and Infrastructure	<ul style="list-style-type: none"> • Article 48 Checks • Manage the Insurance Process • Process Revenue Generation Streams • Provision of information to other departments • Continue to improve our financial outlook through improvements in revenue collection rates
Strive to develop a Public Service Centre of Excellence	<ul style="list-style-type: none"> • Implement financial management upgrades and any relevant new technology

A Safer County

Strategic Objective	Service Delivery Objective
Ensure our governance structures are underpinned by responsive leadership, robust processes, and compliance	<ul style="list-style-type: none"> • Develop Property Interest Register • Ensure that procurement is embedded in the culture of the organisation and continue to provide a procurement function that mitigates against risk, ensures compliance, and delivers value for money • Maintain an Internal Audit function, fulfilling requirements arising from the Statutory Audits and any recommendations of the Audit Committee • Provide Risk Management Framework

Promote and implement best practice in Occupational Health and Safety	<ul style="list-style-type: none"> • Promote a culture of safe working and implement the Health and Safety management system
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A Greener County

Strategic Objective	Service Delivery Objective
Place Climate Action, Biodiversity and the Environment at the heart of local decision making	<ul style="list-style-type: none"> • Participate in the Council's implementation of Climate Action Charter including participation in employee training and introduce Greener Policies • Risk Management

A County for Everyone

Strategic Objective	Service Delivery Objective
Support and strengthen Local Democracy	<ul style="list-style-type: none"> • Support the Governance Strategic Policy Committee

Information Technology

A Thriving County

Strategic Objective	Service Delivery Objective
Continue to Grow and Transform our County's Economy and Infrastructure	<ul style="list-style-type: none"> Support the transition of responsibility and accountability of water services in county Longford to Uisce Éireann
Improve connectivity and accessibility, both infrastructural and digital to attract and support business community and our people	<ul style="list-style-type: none"> Implement the Digital Strategy for Longford 2021-2023
Strive to develop a Public Service Centre of Excellence	<ul style="list-style-type: none"> Continue to use Geospatial Information and Geospatial solutions to support the delivery of better Local Government services Maintain and develop an Information Technology infrastructure that supports and protects the council's business areas

A Safer County

Strategic Objective	Service Delivery Objective
Ensure our governance structures are underpinned by responsive leadership, robust processes, and compliance	<ul style="list-style-type: none"> Maintain the confidentiality, integrity and availability of our data

A Greener County

Strategic Objective	Service Delivery Objective
Lead and provide a planned response to climate change	<ul style="list-style-type: none"> Support the implementation of the Climate Action Charter

A County for Everyone

Strategic Objective	Service Delivery Objective
Advocate social inclusion through respect and promotion of equality and human rights and be guided in all our work by public sector duty principles	<ul style="list-style-type: none">Promote the adoption of digital within our communities and use and development of Broadband Connection Points (BCP's) and Town WIFIs through implementation of the Digital Strategy for Longford 2021-2023



Directorate of Finance and Information

Technology Performance Indicators

✓	Provision of Internal Audit reports within deadlines
✓	Review and update Corporate Risk Register once during year and review Operational Risk Registers twice during year
✓	Promote the inclusion of Climate related risks and controls in the individual sections operational risk registers
✓	Review Risk Register Policy
✓	An acceptable security posture maintained within the organisation
✓	Implementation of a number of digital first projects supporting new and updated business process
✓	Increase the use of Geographic Information Systems among all business areas
✓	Implement mobile data collection in the field for smarter working.
✓	Number of employees digitally connected
✓	Numbers using the BCPs, number of events happening at BCPs. Use of Town WIFI.
✓	Number of electronic business processes and blended working solutions developed and supported
✓	Transition of all technical assets to Uisce Éireann in accordance with the agreed timeframe by Longford County Council for the transition of Water Services
✓	Assist in the testing and implementation of any new technology or system upgrade as required

✓	Attend all Climate Action and Health and Safety Training provided
✓	Complete detailed Article 48 checks in conjunction with the LEADER programme
✓	Develop central repository of all Longford County Council property with a unique identifier
✓	Implementation of a Green Procurement Steering Group
✓	Provide Procurement support and advice and issue procurement compliance reports to all sections
✓	Implement Financial Management System upgrades within project deadlines
✓	Provide training and follow up with users
✓	Daily cash balance monitoring
✓	Regular spending review meetings with sections
✓	Production of Quarterly and Annual Financial Statement to Department deadlines
✓	Compliance with any Green policies introduced
✓	Compilation of Councillors' annual expenditure statistics and publish on the LCC website

Infrastructure, Climate Action and Innovation



Director of Service: Samantha Healy

Climate Action

A Thriving County

Strategic Objective	Service Delivery Objective
Continue to Grow & Transform our County's Economy & Infrastructure	<ul style="list-style-type: none"> Support sustainable green enterprises and communities across our county

A Safer County

Strategic Objective	Service Delivery Objective
Ensure our governance structures are underpinned by responsive leadership, robust processes, and compliance	<ul style="list-style-type: none"> Comply with Internal Audit and Procurement procedures. Monitor and report on progress of climate reduction targets Engage with Councillors through the Strategic Policy Committee meetings
Promote and implement best practice in Occupational Health & Safety	<ul style="list-style-type: none"> Continue monthly meetings with Health and Safety Officer to ensure best practice in all our activities in Climate Action Section

A Greener County

Strategic Objective	Service Delivery Objective
Lead & provide a planned response to climate change	<ul style="list-style-type: none"> Develop, publish, and initiate a Climate Action Plan for our County Develop environmental awareness and education strategies
Place Climate Action, Biodiversity & the Environment at the heart of local decision making	<ul style="list-style-type: none"> Co-ordinate the Climate Change Adaptation Strategy and report to Climate Action Regional Office
Support the just transition to a low carbon economy and ensure that policies and practices lead towards low carbon pathways. Put in place	<ul style="list-style-type: none"> Complete the Council's annual energy M&R return, and track and report total energy and carbon usage

processes for carbon proofing major decisions, programs, and projects, moving over time to a near zero carbon investment strategy



Emergency Services

A Thriving County

Strategic Objective	Service Delivery Objective
Continue to Grow and Transform our County's Economy and Infrastructure	<ul style="list-style-type: none"> To facilitate new and existing business owners with Fire Safety advice and process all formal applications in a timely manner
Lead and support the regeneration of our county towns and villages	<ul style="list-style-type: none"> Provide advice and assistance for any new projects that come on stream to ensure compliance with Building Regulations

A Safer County

Strategic Objective	Service Delivery Objective
Address safety and security issues and concerns for our communities	<ul style="list-style-type: none"> Maintain our current level of operational response to fire and other emergencies Provide assistance to communities by providing medical and welfare assistance at community events Support the local response to the Ukrainian humanitarian response Remain available to support HSE response to any national crisis Carry out periodic inspections and enforcement on building infrastructure to provide a safe working and living environment for our community
Ensure our governance structures are underpinned by responsive leadership, robust processes, and compliance	<ul style="list-style-type: none"> Adhere to good governance and procurement systems.
Partner with other principal response agencies to plan and respond to emergencies	<ul style="list-style-type: none"> Ensure necessary planning, preparedness, capacity, training and co-ordination is in place to respond to emergency situations

	<ul style="list-style-type: none"> • Be available for search and rescue operations and severe weather events where required by other principal response agencies
Promote and implement best practice in Occupational Health and Safety	<ul style="list-style-type: none"> • Provide a safe working environment for all our employees

A Greener County

Strategic Objective	Service Delivery Objective
Lead and provide a planned response to climate change	<ul style="list-style-type: none"> • To make our buildings and vehicle fleet as energy and eco-friendly as possible • Participate in Climate Action awareness training



Environment

A Thriving County

Strategic Objective	Service Delivery Objective
Continue to Grow and Transform our County's Economy and Infrastructure	<ul style="list-style-type: none"> • Encourage innovation and support development of local food businesses • Ensure that appropriate facilities and services are available to adequately provide for the appropriate disposal of waste in the county
Lead and Support the Regeneration of our County Towns and Villages	<ul style="list-style-type: none"> • Support Community Groups through funding for Spring Clean, anti-dumping initiatives and support Tidy Towns Committees • Encourage development of sustainable food businesses in our towns and villages. • Ensure the process for Dangerous Structures procedures are followed in a timely manner

A Safer County

Strategic Objective	Service Delivery Objective
Ensure our governance structures are underpinned by responsive leadership, robust processes, and compliance	<ul style="list-style-type: none"> • Comply with Internal Audit and Procurement procedures. • Continue monitoring performance in relation to Environmental Inspections quarterly and annually • Engage with Councillors through the Strategic Policy Committee meetings
Promote and implement best practice in Occupational Health and Safety	<ul style="list-style-type: none"> • Continue monthly meetings with Health and Safety Officer to ensure best practice in all our activities in Environment Section

Safeguard, protect and enhance the environment in the interests of quality of life, economic development and regulatory compliance	<ul style="list-style-type: none"> • Complete our plan of Inspections in accordance with the recommended minimum criteria for environmental inspections plan 2023 • Ensure consistent enforcement of our powers under various Environmental legislation • Service the local authority contract with the Food Safety Authority of Ireland
Address safety and security issues and concerns for our communities	<ul style="list-style-type: none"> • Work with the relevant stakeholders to tackle incidents of illegal dumping associated with anti-social behaviour

A Greener County

Strategic Objective	Service Delivery Objective
Lead and provide a planned response to climate change	<ul style="list-style-type: none"> • Develop environmental awareness and education strategies • Support sustainable small slaughterhouses and low throughput meat producers in our county
Place Climate Action, Biodiversity and the Environment at the heart of local decision making	<ul style="list-style-type: none"> • Co-ordinate the Climate Change Adaptation Strategy and report to Climate Action Regional Office nationally
Protect our natural and built environment	<ul style="list-style-type: none"> • Project Manage effectively Externally Funded Projects including Historic Landfills, Environmental protection projects, and Rural Water • Implement legislation to deal with Dangerous Structures • Plan and implement all relevant drainage work's and complete all necessary returns including Planning Department Reports and Office Public Works returns

	<ul style="list-style-type: none"> • Ensure burial facilities across the county are readily available and associated administration and finance collection processes operating efficiently and effectively • Ensure National Environmental initiatives including Anti-Dumping Initiative, Environmental Awareness Campaigns and other relevant funding streams are used effectively • Reduce Environmental Pollution
Support the just transition to a low carbon economy and ensure that policies and practices lead towards low carbon pathways and put in place processes for carbon proofing major decisions, programs, and projects, moving over time to a near zero carbon investment strategy	<ul style="list-style-type: none"> • Complete the organisation's Annual Energy monitoring and reporting return, and track total energy usage

A County for Everyone

Strategic Objective	Service Delivery Objective
Advocate social inclusion through respect and promotion of equality and human rights and be guided in all our work by public sector duty principles	<ul style="list-style-type: none"> • Support Elected Members and Democratic Structures in their representative including the work of the Strategic Policy Committee in policy formulation roles
Enhance, celebrate, and support our rich culture, heritage, diversity, sport and creativity	<ul style="list-style-type: none"> • Deliver environmental awareness and education strategies including the Green Schools Programme

Roads

A Thriving County

Strategic Objective	Service Delivery Objective
Continue to Grow and Transform our County's Economy and Infrastructure	<ul style="list-style-type: none"> • Improve and maintain the existing National Road Network
Improve connectivity and accessibility, both infrastructural and digital to attract and support business community and our people	<ul style="list-style-type: none"> • Improvement of Longford's strategic road and bridge network, provision of footpaths and cycle paths and assist with roll out of Broadband throughout the County
Lead and Support the Regeneration of our County Towns and Villages	<ul style="list-style-type: none"> • Improvement and Maintenance of the existing Regional, Local and Private Road Network while ensuring that planning and economic development take place within an agreed framework

A Safer County

Strategic Objective	Service Delivery Objective
Address safety and security issues and concerns for our communities	<ul style="list-style-type: none"> • Promote an integrated approach to Road Safety in the County by engaging with all relevant agencies in the promotion and improvement of Road Safety throughout the County. • Implement Ireland's Government Road Safety Strategy 2021 - 2030
Ensure our governance structures are underpinned by responsive leadership, robust processes, and compliance	<ul style="list-style-type: none"> • Provide strong executive business management, risk management, procurement, audit and corporate governance structures and ensure that system processes and procedures meet the highest standards

Partner with other principal response agencies to plan and respond to emergencies	<ul style="list-style-type: none"> Operate an Emergency On-Call system to assist in responding to Emergencies when safe to do so
Promote and implement best practice in Occupational Health and Safety	<ul style="list-style-type: none"> Provide safe systems of work that are planned and organised in full compliance with all statutory Health and Safety requirements

A Greener County

Strategic Objective	Service Delivery Objective
Lead and provide a planned response to climate change	<ul style="list-style-type: none"> Develop an integrated system, in the context of climate vulnerabilities, for the management of transport infrastructure including roads, bridges, walking and cycling facilities
Place Climate Action, Biodiversity, and the Environment at the heart of local decision making	<ul style="list-style-type: none"> Integrate Climate and Environmental considerations into the design, planning, construction, and administration of all Road Infrastructure
Support the just transition to a low carbon economy and ensure that policies and practices lead towards low carbon pathways and put in place processes for carbon proofing major decisions, programs, and projects, moving over time to a near zero carbon investment strategy	<ul style="list-style-type: none"> Implement measures which reduce our carbon emissions

A County for Everyone

Strategic Objective	Service Delivery Objective
Develop connected, sustainable, and prosperous communities with access to housing, education, work, healthcare, and leisure	<ul style="list-style-type: none"> Improve Transport Infrastructure throughout the County
Support and Strengthen Local Democracy	<ul style="list-style-type: none"> Improved and enhanced Transportation Policy developed through active consultation and communication with stakeholders

Veterinary and Animal Control

A Thriving County

Strategic Objective	Service Delivery Objective
Continue to Grow and Transform our County's Economy and Infrastructure	<ul style="list-style-type: none"> Budgetary management of the Veterinary and Animal Control section
Develop new and existing business Districts and encourage the growth of a skilled workforce	<ul style="list-style-type: none"> Continue to encourage innovation and support development, while regulating safe production of sustainable local food, to required welfare standards in businesses in our towns and villages
Support the just transition to a low carbon economy and ensure that policies and practices lead towards low carbon pathways and put in place processes for carbon proofing major decisions, programs, and projects, moving over time to a near zero carbon investment strategy	<ul style="list-style-type: none"> Capital investment in climate action measures in relation to the Dog Pound and Dog Warden vehicle Regulate Animal By-Products and their safe disposal Liaise with clean energy production developments and assist with links to Longford County Council

A Safer County

Strategic Objective	Service Delivery Objective
Address safety and security issues and concerns for our communities	<ul style="list-style-type: none"> Provide Safe Dog and Horse Control services

A County for Everyone

Strategic Objective	Service Delivery Objective
Advocate social inclusion through respect and promotion of equality and human rights and be guided in all our work by public sector duty principles	<ul style="list-style-type: none"> Provide Education and Development in Responsible Animal Ownership, including in areas of disadvantage and inclusion

Water Services

A Thriving County

Strategic Objective	Service Delivery Objective
Continue to Grow and Transform our County's Economy and Infrastructure	<ul style="list-style-type: none">• Deliver the Council obligations under the Irish Water Service Level Agreement, including Capital Projects Delivery• Assist Uisce Éireann in the transfer of data to enable Uisce Éireann to undertake direct management as prescribed under the framework• Support transition of Water and Waste Water Services to Uisce Éireann

A Safer County

Strategic Objective	Service Delivery Objective
Partner with other principal response agencies to plan and respond to emergencies	<ul style="list-style-type: none">• Ensure necessary planning, preparedness, capacity, training, and co-ordination is in place to respond to emergency situations
Promote and implement best practice in Occupational Health and Safety	<ul style="list-style-type: none">• Compliance with organisational health and safety systems and standards

Directorate of Infrastructure, Climate Action, and Innovation **Performance Indicators**

✓	Complete objectives of the Fire Service annual operational plan
✓	Keep an up-to-date section 26 Fire Service operational plan in place
✓	Meet performance targets as set out in National Standard.
✓	Monitor our buildings and fleet for consumption of carbon fuels and energy consumption
✓	Process all Statutory applications within allotted timeframes
✓	Deliver an inspection programme to ensure compliance with Building Regulations including part m building regulations for disability access and fire certification for building infrastructure
✓	Deliver on the objectives of the national Civil Defence Plan 'Towards 2030
✓	Meet all the mandatory training standards for Civil Defence
✓	Following the Energy Audit, collaborate to commence implementation of the plan provided for the Dog Pound
✓	Provide and administer a Responsible Animal Ownership and Pony Riding programme in collaboration with the Department of Agriculture, Longford Sports Partnership and Longford Community Development Company
✓	Implement the Service Contract between the Council and the Food Safety Authority of Ireland
✓	Satisfactory inspections and administration of Health and Safety Risk Assessments and procedures for safety of Longford County Council employees, contractors, and the community

✓	Maintain throughput levels of safe sustainable, low food miles, local food production.
✓	Provide appropriate support services to Uisce Éireann in the transfer of water and waste water services
✓	Work towards the delivery of a 50% improvement in energy efficiency by 2030.
✓	Improve Road Safety throughout the County
✓	Improved connectivity and accessibility for the citizens of Longford
✓	Improvements in National Roads Infrastructure promoting Economic Development in the County
✓	Reduce the impact of climate change on roads infrastructure.
✓	Regional and Local Road Improvements supporting economic development in Towns and Villages

Community, Library and Cultural Services, Corporate and Human Resources



Director of Service: Barbara Heslin

Community Development

A Thriving County

Strategic Objective	Service Delivery Objective
Continue to Grow and Transform our County's Economy and Infrastructure	<ul style="list-style-type: none"> • Support the Local Community Development Committee/Local Action Group and Longford Community Resources Limited as implementing partner in delivering the LEADER Programme and providing LEADER grant assistance for <ul style="list-style-type: none"> ○ tourism and business development projects including Digital and Innovation hubs ○ rural development and arts/cultural projects.

A Safer County

Strategic Objective	Service Delivery Objective
Address safety and security issues and concerns for our communities	<ul style="list-style-type: none"> • Support the work of the Pilot Local Community Safety Partnership • Liaise with the Department of Justice and the independent Chair in implementation of the Pilot • Participate in effective crime prevention partnerships with community and State Agencies • Encourage and support crime prevention initiatives • Continue to support the Property marking Scheme
Ensure our governance structures are underpinned by responsive leadership, robust processes, and compliance	<ul style="list-style-type: none"> • Comply with Procurement and Financial policies, Data Protection, Freedom of Information, Risk identification and control measures

Partner with other principal response agencies to plan and respond to emergencies	<ul style="list-style-type: none"> Continue to support Government efforts to assist communities following the COVID 19 pandemic
Promote and implement best practice in Occupational Health and Safety	<ul style="list-style-type: none"> Participate in health and safety programme, promote a culture of safe working and provide a safe working environment

A Greener County

Strategic Objective	Service Delivery Objective
Protect our natural and built environment	<ul style="list-style-type: none"> Support the Local Community Development Committee/Local Action Group and Longford Community Resources Limited as implementing partner, in delivering the LEADER Programme and providing LEADER grant assistance for Environmental projects

A County for Everyone

Strategic Objective	Service Delivery Objective
Advocate social inclusion through respect and promotion of equality and human rights and be guided in all our work by public sector duty principles	<ul style="list-style-type: none"> Support the Local Community Development Committee in providing support to community groups through the Department of Rural and Community Development Community Support Fund Continue to support diversity in our community Implement other initiatives that promote and support communities e.g. CLÁR scheme, Community grant support scheme, Playground scheme Assist in the preparation and delivery of a new Age Friendly Strategy for the County

- Support “Connecting for Life” Ireland’s National strategy to reduce suicide
- Support the Children and Young People’s Service Plan (CYPSP)
- Support the LCDC in implementing initiatives that promote and support communities such as:
 - Community Enhancement Programme
 - Community Activities Fund
 - Support the Local Community Development Committee in providing support to our more marginalized communities through implementation of the Social Inclusion and Community Activation Programme. Support Ukrainian refugees through additional funding under Social Inclusion and Community Activation Programme SICAP)
- Liaise with Department of Rural and Community Development in the procurement process for the next Social Inclusion and Community Activation Programme (SICAP)
- Manage the day to day running of Community Houses in both McEoin Park and Ardnacassa
- Support the Local Community Development Committee in providing support to our Roma community through implementation of the Pilot Community Development Plan.
- Liaising with Department of Rural and Community Development in implementation of the Programme.
- Support the Local Community Development Committee/Local

	<p>Action Group and Longford Community Resources Limited as implementing partner, in delivering the LEADER Programme and providing LEADER grant assistance for social inclusion projects</p> <ul style="list-style-type: none"> • Support Universal Accessibility policies • Support the Local Community Development Committee in targeting the most marginalised areas in ensuring the roll out of the Empowering Communities Programme by Longford Community Resources Limited
<p>Develop connected, sustainable and prosperous communities with access to housing, education, work, healthcare and leisure</p>	<ul style="list-style-type: none"> • Monitor and review community elements of existing Local Economic and Community Plan (LECP) • Develop new Local Economic and Community Plan for period 2023-2029 • Support our communities through the Public Participation Network (PPN) • Support the Local Community Development Committee in implementing the Healthy Longford Programme • Develop the Pilot Sláintecare Healthy Communities Programme • Liaise with the Department of Health and Health and Wellbeing committee in implementation of the programme of work. • Support the Pilot Healthy Homes initiative
<p>Enhance, celebrate, and support our rich culture, heritage, diversity, sport and creativity</p>	<ul style="list-style-type: none"> • Implement the Intercultural Strategic Plan and Grants scheme • Review Plan following publication of new national Strategy

	<ul style="list-style-type: none"> • Support communities in their application to the Pride of Place initiative • Support communities in their participation in Tidy Towns • Support the outdoors as a means of affordable and accessible sport and recreation participation • Support the work of Longford Sports • Partnership including Community Programmes, Sports Inclusion Disability Programmes, Diversity Programmes, Community Sports Hub and National Governing Bodies (NGB) Development Officers
Support and Strengthen Local Democracy	<ul style="list-style-type: none"> • Support the Place-making Strategic Policy Committee (SPC) • Support the Comhairle na nÓg initiative • Support the Public Participation Network (PPN) in appointing reps to local authority structures to ensure public participation • and involvement in the democratic and decision-making processes involving our communities

Corporate Services

A Thriving County

Strategic Objective	Service Delivery Objective
Lead and Support the Regeneration of our County Towns and Villages	<ul style="list-style-type: none"> Promote a positive image of our county and Council through good professional communications Communicate the Council's role and achievements in delivery of services and projects throughout the county
Strive to develop a Public Service Centre of Excellence	<ul style="list-style-type: none"> Deliver a standard of excellence in service that meets customer needs Deliver proactive communications externally and internally

A Safer County

Strategic Objective	Service Delivery Objective
Ensure our governance structures are underpinned by responsive leadership, robust processes, and compliance	<ul style="list-style-type: none"> Foster excellence and a strong governance culture, building on success to date Improve the visibility of the Council's Data Processing activities for the most vulnerable groups by removing access barriers Promote a cultural shift towards Data Protection compliance with targeted Data Protection Training and Awareness communications Continue to produce a practical and functioning file management process within Corporate Services
Promote and implement best practice in Occupational Health and Safety	<ul style="list-style-type: none"> Maintain ISO 45001:2018 accreditation for the Health and Safety Management System

	<ul style="list-style-type: none"> • Protect and promote Safety Culture with employees, contractors, and visitors
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A Greener County

Strategic Objective	Service Delivery Objective
Lead and provide a planned response to climate change	<ul style="list-style-type: none"> • Support implementation of Climate Action Plan

A County for Everyone

Strategic Objective	Service Delivery Objective
Support and Strengthen Local Democracy	<ul style="list-style-type: none"> • Deliver a significant programme of Electoral Registration reform in line with the Programme for Government • Support active participation by Elected Members and Sectoral Representatives • Support the democratic role of the Elected Members and Democratic Structures

Human Resources

A Thriving County

Strategic Objective	Service Delivery Objective
Continue to Grow and Transform our County's Economy and Infrastructure	<ul style="list-style-type: none"> • Deliver the payroll function accurately, in a transparent manner and on time. • Support the Water Services Section in relation to the transition of the Water Services function to Uisce Éireann.
Develop new and existing business Districts and encourage the growth of a skilled workforce	<ul style="list-style-type: none"> • Support the organisation in developing the HR section as a connected, modern function promoting Longford County Council as a preferred place to work while empowering Line Managers and supporting the continuous learning and development of employees
Improve connectivity and accessibility, both infrastructural and digital to attract and support business community and our people	<ul style="list-style-type: none"> • Continuously improve the delivery of the HR function through digital technology to enhance HR systems management improving accessibility and decision-making capabilities within the organisation.
Strive to develop a Public Service Centre of Excellence	<ul style="list-style-type: none"> • Embrace and enable public sector innovation in delivering our services • Foster and generate productive working relationships with our Public Service Partners

A Safer County

Strategic Objective	Service Delivery Objective
Ensure our governance structures are underpinned by responsive leadership, robust processes, and compliance	<ul style="list-style-type: none"> • Deliver services in an open and transparent manner

Promote and implement best practice in Occupational Health and Safety	<ul style="list-style-type: none"> Support the organisation with the implementation of ISO 45001 Health and Safety Management System
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A Greener County

Strategic Objective	Service Delivery Objective
Lead and provide a planned response to climate change	<ul style="list-style-type: none"> Support the implementation of the Climate Action Charter

A County for Everyone

Strategic Objective	Service Delivery Objective
Advocate social inclusion through respect and promotion of equality and human rights and be guided in all our work by public sector duty principles	<ul style="list-style-type: none"> Implement the Public Sector Duty Principles Promote and support Equality, Diversity and Inclusion

Library and Cultural Services and Heritage

A Thriving County

Strategic Objective	Service Delivery Objective
Continue to Grow and Transform our County's Economy and Infrastructure	<ul style="list-style-type: none"> • Promote all departmental and heritage council grants for conservation, repair and continued use of built heritage and archaeological monuments which support economic growth and regeneration. • Provide up-to-date tourism and family history information in each of our Branch Libraries and Archives • Through Creative Ireland programme support quality cultural festivals which will raise the profile of the county and attract cultural tourists
Develop new and existing business Districts and encourage the growth of a skilled workforce	<ul style="list-style-type: none"> • Review, prepare and publish an Art's Plan 2023-2027 which will encourage local cultural economic development for emerging and established creatives from the county
Improve connectivity and accessibility, both infrastructural and digital to attract and support business community and our people	<ul style="list-style-type: none"> • Work with our Information Technology Section to ensure that all our Branch Libraries has the latest technology needed. • Continue to deliver basic digital skills training for all
Lead and Support the Regeneration of our County Towns and Villages	<ul style="list-style-type: none"> • Create an effective outreach programme for each library to include engagement with all the local community stakeholders

A Safer County

Strategic Objective	Service Delivery Objective
Address safety and security issues and concerns for our communities	<ul style="list-style-type: none"> • Preparation and Delivery of a new 5- year Age Friendly Strategy for the County. • New Age Friendly lending collection of equipment and aids

A Greener County

Strategic Objective	Service Delivery Objective
Lead and provide a planned response to climate change	<ul style="list-style-type: none"> • Monthly monitoring energy consumption within all our branches using Energy Elephant • Through Creative Ireland and other programmes develop a number of creative projects that will focus on climate change. • Deliver in partnership with Grow Remote Ireland in Edgeworthstown

A County for Everyone

Strategic Objective	Service Delivery Objective
Advocate social inclusion through respect and promotion of equality and human rights and be guided in all our work by public sector duty principles	<ul style="list-style-type: none"> • Research and create a sensory collection for books, toys, equipment and programming to support learning opportunities and educational support for all
Enhance, celebrate, and support our rich culture, heritage, diversity, sport and creativity	<ul style="list-style-type: none"> • Action the new Creative Ireland strategy 2023-2027. • Reestablish the Right to Read network in Longford • Curate a programme of events for Decade of Centenaries and Longford History Month • Digitise valuable archives relating to the Irish Revolution, 1912-23 and make them available on the website of the Digital Repository of Ireland

- Review the current storage available for the County Archive which would include adequate storage for all local authority records
- Continue to develop records management in the Council to facilitate greater efficiency
- Review all offers of donation for the county archive to ensure a programme of development and storage of same



Directorate of Community, Library and Cultural Services, Corporate and Human Resources

Performance Indicators

✓	Number of initiatives implemented
✓	Number of Community Groups engaged
✓	Level of funding provided to support PPN staffing
✓	Number of grants and level of grant funding provided to support community organisations
✓	No. of organisations registered with the PPN
✓	No. of PPN reps on formal Council structures
✓	Number of projects and programmes delivered
✓	No. of upgraded playgrounds
✓	Adoption of new Local Economic Community Plan
✓	A new Age Friendly Strategy
✓	Number of grants and level of LEADER grant funding provided
✓	ISO 45001:2018 accreditation for the Health and Safety Management System
✓	Longford County Council recognised as leaders in managing Occupational Health and Safety

✓	Continued development and use of the Publicity Calendar
✓	Customer Charter response times met and exceeded
✓	Freedom of Information/Access to information on the Environment/ Data Subject Access Requests responded to
✓	Professional Meetings Administrator support for all Council and Committee meetings
✓	Climate Action incorporated into work processes
✓	Increased visibility and awareness of the Council services and projects
✓	Clear accountability mechanisms, transparency, and compliance with legislative obligations
✓	Privacy Policy available in accessible formats
✓	Quality Filing management processes in use across all business units in Corporate Services
✓	Data Protection Compliance Report issued to MT
✓	Develop and report on HR Analytics to support evidence-based planning and policy development.
✓	Deliver the Open Learning Scheme
✓	Develop and deliver a programme for recognition of long service to Longford County Council from employees.
✓	Submit Statutory and Departmental Returns within the timelines identified
✓	Action the recommendations in the Data Protection Compliance Report
✓	Develop and report on HR Analytics to support evidence-based planning and policy development
✓	Develop the Attendance Management Programme

✓	4 My Open Libraries Ballymahon, Granard, Lanesborough and Edgeworthstown
✓	Digital Skills Training in 6 Branch libraries.
✓	6 Age Friendly meetings held in the year and a new 5 Year Age Friendly Strategy for the county
✓	Administer the National Biodiversity Action Plan Fund in partnership with local communities and LCC colleagues.
✓	Undertake biodiversity and climate action awareness and education initiatives and events for Biodiversity Week, Heritage Week, Water Heritage Day, and Science Week
✓	Deliver on the key actions in the Longford County Council Library Development Programme 2021-2025.
✓	Continue to deliver on the actions in Our Public Libraries 2022 under Right to Read, Work Matters and Healthy Ireland.
✓	Work to grow usage from 20% to the national target of 30%
✓	Prepare an Art plan draft for consideration by the SPC
✓	Upload, Promote and make accessible the digital archive of the county through www.longfordlibrary.ie .
✓	Provide sensory spaces in 4 branch libraries Edgeworthstown Longford, Granard and Ballymahon and nurture stronger links with School autism units
✓	Deliver sensory training for library staff through funding received under DRCD Dormant Accounts
✓	Reduce our energy costs by 10% across all branches
✓	Review the heritage attractions with the tourism officer in terms of accessibility, signage, knowledge transfer and promotion



Work with the Climate Change team to develop a programme of events raising awareness among the community and encouraging active involvement in the delivery of the County Climate Change Strategy

Enterprise and Ukrainian Humanitarian Response



A/Director of Service: Michael Nevin

Enterprise

A Thriving County

Strategic Objective	Service Delivery Objective
Continue to Grow and Transform our County's Economy & Infrastructure	<ul style="list-style-type: none"> Stimulate new enterprises and assist existing enterprises to reach their potential
	<ul style="list-style-type: none"> Provide advice and guidance to assist business owners avail of the full range of supports available to them
	<ul style="list-style-type: none"> Directly support the creation of additional employment among the small firm's sector
	<ul style="list-style-type: none"> Work with different stakeholder groups to promote County Longford as an ideal business location
	<ul style="list-style-type: none"> Maintain a register of available landbanks and units to help facilitate the potential investment by new enterprises
	<ul style="list-style-type: none"> Foster a culture of enterprise working with young people, business networks and marginalised groups to grow an appreciation of entrepreneurship

A Greener County

Strategic Objective	Service Delivery Objective
Lead and provide a planned and coherent response to the effects of climate change	<ul style="list-style-type: none"> Encourage enterprises to transition to more environmentally sustainable business practices
	<ul style="list-style-type: none"> Assist local firms to avail of appropriate supports to meet

	objectives for the sector under the EU Green Deal
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A County for Everyone

Strategic Objective	Service Delivery Objective
<p>Develop connected, sustainable and prosperous communities with access to housing, education, work, healthcare and leisure</p>	<ul style="list-style-type: none"> • To provide a first stop shop for anyone looking for business information, advice and guidance • Create more seamless and transparent communication between businesses and their communities by supporting digitalisation of small firms



Ukrainian Humanitarian Response

A County for Everyone

Strategic Objective	Service Delivery Objective
<p>Advocate social inclusion through respect and promotion of equality and human rights and be guided in all our work by public sector duty principles</p>	<ul style="list-style-type: none"> • Co-ordinate a partnership approach to the local Ukrainian response effort through the community forum • Provide the Ukrainian refugees with an environment where they feel safe, secure and welcome • Secure suitable accommodation to meet the short-term needs of the Ukrainian refugees • Support the provision of accommodation solutions that have capacity to provide medium term solutions
<p>Enhance, celebrate, and support our rich culture, heritage, diversity, sport and creativity</p>	<ul style="list-style-type: none"> • Co-ordinate and support efforts to ensure that the Ukrainian community is integrated with the local community

Directorate of Enterprise and Ukrainian Humanitarian Response **Performance Indicators**

✓	Regular meetings held with all stakeholder groups to collaborate and co-ordinate interventions with the Ukrainian community
✓	Number of initiatives and events held to support the integration of the Ukrainian community
✓	Number of Ukrainians that move into vacant or shared accommodation
✓	Ukrainian Response team deal with the needs of this vulnerable community empathetically and responsively.
✓	Work with agencies and individuals to provide accommodation solutions in the form of rapid build units and/or multi-occupancy centers.
✓	Number of firms supported with financial assistance
✓	Number of firms availing of training and mentoring supports
✓	Number of businesses enhancing their online presence
✓	Number of students participating in schools' programmes
✓	Number of businesses participating in Export Programmes
✓	Number of firms who successfully apply for Agile funding
✓	Number of firms that participate in individual enterprise support programmes or schemes
✓	Number of additional jobs created in client portfolio

✓	Number of firms who introduce environmentally sustainable actions
✓	Number of firms who introduce stronger digitalization practices or systems
✓	Increased level of business investment in County Longford
✓	Improved range of marketing materials to assist promotion of Longford as a viable business location
✓	Number of community groups supported to deliver enterprise and employment creating projects
✓	Participation in regional networks and collaborations looking to develop enterprise related projects

Implementation and Monitoring

The Council is committed to achieving high standards of service delivery.

For 2023, we have identified key objectives and each one is assigned to a Directorate along with a desired performance standard to be achieved and a national performance indicator where applicable (national indicators are reflected in Appendix).

In order to ensure that the service delivery plan stays on track performance will be continually monitoring by each Director of Services and their teams.

Relevant significant matters will be reported on, as appropriate, in the regular Chief Executive Reports to the Elected Council.

Monitoring on performance will be reported on to the Corporate Policy Group at their meetings in May and October.

At the end of the year the Chief Executive will produce a report outlining the progress in delivering on Corporate Plan and Service Delivery objectives for the year.

Elected members review this progress report and it is published in the Council's annual report.

Confirmation of Adoption

Service Delivery Plan 2023 considered and adopted by the Elected Members of Longford County Council at meeting held on 18 January 2023.



Appendix 1

National Oversight and Audit Commission (NOAC) Performance Indicators – Directorate of Housing, Planning, Regeneration and Capital Projects

Housing H1, H2 and H4	
	A. Number of dwellings in the ownership of the local authority at start of year
	B. Number of dwellings added to the local authority owned stock during the year (whether constructed or acquired)
	C. Number of local authority owned dwellings sold in the year
	D. Number of local authority owned dwellings demolished in the year
	E. Number of dwellings in the ownership of the local authority at year end
	F. Number of local authority owned dwellings planned for demolition under a D/HLGH approved scheme at year end
	A. The percentage of the total number of local authority owned dwellings that were vacant on last day of year
	The number of dwellings within their overall stock that were not tenanted on last day of year
	A. Expenditure during year on the maintenance of local authority housing compiled from 1 January to 31 December divided by the no. of dwellings in the local authority stock at year end - the H1E less H1F indicator figure
	Expenditure on maintenance of local authority stock compiled from 1 January 1 to 31 December, including planned maintenance and expenditure that qualified for grants, such as Sustainable Energy Authority of Ireland (SEAI) grants for energy efficient retro-fitting works but excluding expenditure on vacant properties and expenditure under approved major refurbishment schemes (i.e. approved Regeneration or under the Remedial Works Schemes).
Housing H3 and H5	

	A. The time taken from the date of vacation of a dwelling to the date in the year when the dwelling is re-tenanted, averaged across all dwellings re-let during the year
	B. The cost expended on getting the dwellings re-tenanted in during the year, averaged across all dwellings re-let in the year
	The number of dwellings that were re-tenanted on any date in the year (but excluding all those that had been vacant due to an estate-wide refurbishment scheme)
	The number of weeks from the date of vacation to the date the dwelling is re-tenanted
	Total expenditure on works necessary to enable re-letting of the dwellings
	A. Total number of registered tenancies in the LA area at the end of June
	B. Number of rented dwellings inspected in the year
	C. Percentage of inspected dwellings in the year not compliant with the Standards Regulations
	D. Number of dwellings deemed compliant in the year (including those originally deemed non-compliant)
	E. The number of inspections (including re inspections) undertaken by the local authority in the year

Housing H6

	A. Number of adult individuals in emergency accommodation that are long-term (i.e., 6 months or more within the previous year) homeless as a percentage of the total number of homeless adult individuals in emergency accommodation at the end of the year
	The number of adult individuals classified as homeless and in emergency accommodation on the night of 31 December as recorded on the PASS system
	The number out of those individuals who, on 31 December had been in emergency accommodation for 6 months continuously, or for 6 months cumulatively within the previous 12 months

Planning P1

A. Buildings inspected as a percentage of new buildings notified to the local authority
Total number of new buildings notified to the local authority i.e. buildings where a valid Commencement Notice was served in the period 1 January to 31 December by a builder or developer on the local authority
Number of new buildings notified to the local authority in the year that were the subject of at least one on-site inspection during the year undertaken by the local authority

Planning P2 and P3

A. Number of local authority planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the Board on any date in the year
B. Percentage of the determinations at A which confirmed (either with or without variation of the plan) the decision made by the local authority
Number of determinations confirming the local authority's decision (either with or without variation)
A. Total number of planning cases referred to or initiated by the local authority in the period 1 January to 31 December that were investigated
B. Total number of investigated cases that were closed during the year
C. Percentage of the cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development
D. Percentage of the cases at B that were resolved to the local authority's satisfaction through negotiations
E. Percentage of the cases at B that were closed due to enforcement proceedings
F. Total number of planning cases being investigated as of 31 December
Number of cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development
Number of cases at B that were resolved to the local authority's satisfaction through negotiations
Number of cases at B that were closed due to enforcement proceedings

Planning P4 and P5

	<p>A. The 2021 Annual Financial Statement (AFS) Programme D data divided by the population of the local authority area per the 2016 Census</p>
	<p>AFS Programme D data consisting of D01 - Forward Planning, D02 - Development Management, D03 - Enforcement (inclusive of the relevant Programme D proportion of the central management charge) for the year</p>
	<p>A. The percentage of applications for fire safety certificates received in the year that were decided (granted or refused) within two months of their receipt</p>
	<p>B. The percentage of applications for fire safety certificates received in the year that were decided (granted or refused) within an extended period agreed with the applicant</p>
	<p>The total number of applications for fire safety certificates received in the year that were not withdrawn by the applicant</p>
	<p>The number of applications for fire safety certificates received in the year that were decided (granted or refused) within two months of the date of receipt of the application</p>
	<p>The number of applications for fire safety certificates received in the year that were decided (granted or refused) within an agreed extended time period</p>

Appendix 2

National Oversight and Audit Commission (NOAC) Performance Indicators – Directorate of Finance and Information Technology

Finance M1, M2, M3 and M4	
	A. Cumulative surplus/deficit balance at 31/12/2017 in the Revenue Account from the Income & Expenditure Account Statement of the AFS
	B. Cumulative surplus/deficit balance at 31/12/2018 in the Revenue Account from the Income & Expenditure Account Statement of the AFS
	C. Cumulative surplus/deficit balance at 31/12/2019 in the Revenue Account from the Income & Expenditure Account Statement of the AFS
	D. Cumulative surplus/deficit balance at 31/12/2020 in the Revenue Account from the Income & Expenditure Account Statement of the AFS
	E. Cumulative surplus/deficit balance at 31/12/2021 in the Revenue Account from the Income & Expenditure Account Statement of the AFS
	F. Cumulative surplus or deficit at year end as a percentage of Total Income in 2021 from the Income and Expenditure Account Statement of the AFS
	G. Revenue expenditure per capita in the year
	H. Revenue expenditure per capita in the year excluding significant out of county / shared service expenditure
	The year Total Income figure from the Income and Expenditure Account Statement of the AFS
	The year Total Expenditure figure from the Income and Expenditure Account Statement of the AFS
	The year Revenue expenditure excluding county / shared service expenditure for the service providers of HAP, MyPay, DRHE and Dublin Fire Services
	A. (a) Collection level of Rates in Appendix 7 of the AFS for 2017
	A. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2017

A. (c) Collection level of Housing Loans in Appendix 7 of the AFS for 2017
B. (a) Collection level of Rates in Appendix 7 of the AFS for 2018
B. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2018
B. (c) Collection level of Housing Loans in Appendix 7 of the AFS for 2018
C. (a) Collection level of Rates in Appendix 7 of the AFS for 2019
C. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2019
C. (c) Collection level of Housing Loans in Appendix 7 of the AFS for 2019
D. (a) Collection level of Rates in Appendix 7 of the AFS for 2020
D. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for 2020
D. (c) Collection level of Housing Loans in Appendix 7 of the AFS for 2020
E. (a) Collection level of Rates in Appendix 7 of the AFS for the year
E. (b) Collection level of Rent & Annuities in Appendix 7 of the AFS for the year
E. (c) Collection level of Housing Loans in Appendix 7 of the AFS for the year
A. Per capita total cost of settled claims for the year
IPB Insurance: Number of notified claims for the year
IPB Insurance: Number of settled claims for the year
IPB Insurance: Total cost of settled claims for the year
Total cost of claims settled under excess for the year
Self-insured: Number of notified claims for the year
Self-insured: Number of settled claims for the year
Self-insured: Total cost of settled claims for the year

	A. Overall central management charge as a percentage of total expenditure on revenue account
	B. Total payroll costs as a percentage of revenue expenditure
	Overall central management charge from the Local Authority FMS and defined in the Annual Budget
	Total payroll costs from Appendix 1 of the AFS for 2021 (including Salaries, Wages and Pensions)

Appendix 3

National Oversight and Audit Commission (NOAC) Performance Indicators – Directorate of Innovation, Climate Action and innovation

Waste E1	
	A. The number of households, which are situated in an area covered by a licensed operator providing a three bin service at 31 December
	B. The percentage of households within the local authority that the number at A represents (based on agglomerations of more than 500)
Environmental Pollution E2	
	A. Total number of pollution cases in respect of which a complaint was made during the year
	A. Number of pollution cases closed from 1 January to 31 December
	A. Total number of pollution cases on hands at 31 December
	The opening number of pollution cases carried forward from previous year end
Litter Pollution E3	
	A1. The percentage of the area within the local authority that when surveyed in the year was unpolluted or litter free
	A2. The percentage of the area within the local authority that when surveyed in the year was slightly polluted
	A3. The percentage of the area within the local authority that when surveyed in the year was moderately polluted
	A4. The percentage of the area within the local authority that when surveyed in the year was significantly polluted
	A5. The percentage of the area within the local authority that when surveyed in the year was grossly polluted
Green Flag Status E4	
	A. The percentage of schools that have been awarded/renewed green flag status in the two years to 31 December

	Schools which attained a Green Flag for the first time in the year
	Schools which renewed their Green Flag in the year
	Schools which held a Green Flag from previous year and therefore do not require renewal until following year
Energy Efficiency E5	
	A. The cumulative percentage of energy savings achieved by 31 December relative to baseline year (2009)
Public Lighting E6	
	A. Total billable wattage of the public lighting system
	B. Average billable wattage of the public lighting system
	C. Percentage of the total system that LED lights represent
	Number of LED lights in the public lighting system
	Number of non-LED lights (e.g., SOX-SON) in the public lighting system
Climate Change E7	
	Does the local authority have a designated FTE climate action officer?
	Does the local authority have a climate action team?
Water W1 and W2	
	Percentage of drinking water in private schemes in compliance with statutory requirements
	The number of registered schemes monitored by each local authority as a percentage of total schemes registered
	The number of registered schemes monitored in the year
	Total number of registered schemes in the year
Fire Service F1	
	A. The Annual Financial Statement (AFS) Programme E expenditure data for the year divided by the population of the local authority area per the 2016 Census figures for the population served by the fire authority as per the Risk Based Approach Phase One reports

	AFS Programme E expenditure data consisting of E11 - Operation of Fire Service and E12 - Fire Prevention for the year
Fire Service F2 and F3	
	A. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of fire
	B. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of fire
	C. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of all other (non-fire) emergency incidents
	D. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of all other (non-fire) emergency incidents
	A. Percentage of cases in respect of fire in which first attendance at scene is within 10 minutes
	B. Percentage of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes
	C. Percentage of cases in respect of fire in which first attendance at the scene is after 20 minutes
	D. Percentage of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes
	E. Percentage of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes
	F. Percentage of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes
	Total number of call-outs in respect of fires from 1 January to 31 December
	Number of these fire cases where first fire tender attendance at the scene is within 10 minutes
	Number of these fire cases in which first fire tender attendance at the scene is after 10 minutes but within 20 minutes
	Number of these fire cases in which first fire tender attendance at the scene is after 20 minutes

Total number of call-outs in respect of all other emergency incidents (i.e. not including fire) from 1 January to 31 December
Number of these non-fire cases in which first fire tender attendance at the scene is within 10 minutes
Number of these non-fire cases in which first fire tender attendance at the scene is after 10 minutes but within 20 minutes
Number of these non-fire cases in which first fire tender attendance at the scene is after 20 minutes

Roads R1 and R2

A. (a) The percentage of Regional road kilometres that received a PSCI rating in the 24 month period prior to 31 December
A. (b) The percentage of Local Primary road kilometres that received a PSCI rating in the 24 month period prior to 31 December
A. (c) The percentage of Local Secondary road kilometres that received a PSCI rating in the 24 month period prior to 31 December
A. (d) The percentage of Local Tertiary road kilometres that received a PSCI rating in the 60 month period prior to 31 December
B. (a.1) The percentage of total Regional road kilometres with a PSCI rating of 1-4 at 31 December
B. (a.2) The percentage of total Regional road kilometres with a PSCI rating of 5-6 at 31 December
B. (a.3) The percentage of total Regional road kilometres with a PSCI rating of 7-8 at 31 December
B. (a.4) The percentage of total Regional road kilometres with a PSCI rating of 9-10 at 31 December
B. (b.1) The percentage of total Local Primary road kilometres with a PSCI rating of 1-4 at 31 December
B. (b.2) The percentage of total Local Primary road kilometres with a PSCI rating of 5-6 at 31 December
B. (b.3) The percentage of total Local Primary road kilometres with a PSCI rating of 7-8 at 31 December
B. (b.4) The percentage of total Local Primary road kilometres with a PSCI rating of 9-10 at 31 December

B. (c.1) The percentage of total Local Secondary road kilometres with a PSCI rating of 1-4 at 31 December
B. (c.2) The percentage of total Local Secondary road kilometres with a PSCI rating of 5-6 at 31 December
B. (c.3) The percentage of total Local Secondary road kilometres with a PSCI rating of 7-8 at 31 December
B. (c.4) The percentage of total Local Secondary road kilometres with a PSCI rating of 9-10 at 31 December
B. (d.1) The percentage of total Local Tertiary road kilometres with a PSCI rating of 1-4 at 31 December
B. (d.2) The percentage of total Local Tertiary road kilometres with a PSCI rating of 5-6 at 31 December
B. (d.3) The percentage of total Local Tertiary road kilometres with a PSCI rating of 7-8 at 31 December
B. (d.4) The percentage of total Local Tertiary road kilometres with a PSCI rating of 9-10 at 31 December
A.1 Kilometres of regional road strengthened during the year
A.2 The amount expended on regional roads strengthening work during the year
A.3 The average unit cost of regional road strengthening works per square metre (€/m ²)
B.1 Kilometres of regional road resealed during the year
B.2 The amount expended on regional road resealing work during the year
B.3 The average unit cost of regional road resealing works per square metre (€/m ²)
C.1 Kilometres of local road strengthened during the year
C.2. The amount expended on local road strengthening work during the year
C.3 The average unit cost of local road strengthening works per square metre (€/m ²)
D.1 Kilometres of local road resealed during the year

	D.2 The amount expended on local road resealing work during the year
	D.3 The average unit cost of local road resealing works per square metre (€/m ²)
Motor Tax R3	
	A. The percentage of motor tax transactions which were dealt with online (i.e., transaction is processed and the tax disc is issued) in the year

Appendix 4

National Oversight and Audit Commission (NOAC) Performance Indicators – Directorate of Community, Library and Cultural Services, Corporate and Human Resources

Library Service L1	
	A. Number of visits to libraries per head of population for the local authority area per the 2016 Census
	B. Number of items issued to library borrowers in the year
	C. Library active members per head of population
	D. Number of registered library members in the year
	Number of visits to its libraries from 1 January to 31 December
Library Service L2	
	A. The Annual Financial Statement (AFS) Programme F data for year divided by the population of the local authority area per the 2016 Census
	B. The annual per capita expenditure on collections over the period 1 January to 31 December
	A. AFS Programme F data consisting of F02 - Operation of Library and Archival Service (inclusive of the relevant proportion of the central management charge for Programme F) for the year
	B. The annual expenditure on new stock acquired by the library in the year
Youth and Community Y1 and Y2	
	A. Percentage of local schools involved in the local Youth Council/Comhairle na nÓg scheme
	Total number of second level schools in the local authority area at year end
	Number of second level schools in the local authority area from which representatives attended the local Comhairle na nÓg AGM held in the year

A. The number of organisations included in the County Register at year end and the proportion of those organisations that opted to be part of the Social Inclusion College within the PPN
Total number of organisations included in the County Register (maintained in accordance with section 128 of the Local Government Act 2001) for the local authority area as at 31 December
Total number of those organisations that registered for the first time in the year
Number of organisations that opted to join the Social Inclusion Electoral College on whatever date they registered for the PPN

Corporate C1, C2,C4 and C5

A. The wholetime equivalent staffing number as at 31 December
A. Percentage of paid working days lost to sickness absence through medically certified leave in the year
B. Percentage of paid working days lost to sickness absence through self-certified leave in the year
Total number of working days lost to sickness absence through medically certified leave in the year
Total number of working days lost to sickness absence through self-certified leave in the year
Number of unpaid working days lost to sickness absence included within the total of self-certified sick leave days in the year
Number of unpaid working days lost to sickness absence included within the total of medically certified sick leave days in the year
A. All ICT expenditure in the period from 1 January to 31 December, divided by the WTE no.
Total ICT expenditure in the year
A. All ICT expenditure calculated in C4 as a proportion of Revenue expenditure
Total Revenue expenditure from 1 January to 31 December before transfers to or from reserves

Corporate C3

A. The per capita total page views of the local authority's websites
B. The per capita total number of followers at end of the year of the local authority's social media accounts (if any)
The cumulative total page views of all websites operated by the local authority for the period from 1 January to 31 December obtained from a page tagging on-site web analytics service or equivalent
The total number of social media users who, at 31 December, were following the local authority on any social media sites
The number of social media accounts operated by the local authority

Appendix 5

National Oversight and Audit Commission (NOAC) Performance Indicators – Directorate of Enterprise and Ukrainian Humanitarian Response

Economic Development J1, J2, J3, J4 and J5	
	A. The number of jobs created with assistance from the Local Enterprise Office during the period 1 January to 31 December per 100,000 of population
	The number of jobs created with assistance from the Local Enterprise Office during the period 1 January to 31 December
	A. The number of trading online voucher applications approved by the Local Enterprise Office in the year per 100,000 of population
	B. The number of trading online vouchers that were drawn down in the year per 100,000 of population
	The number of trading online voucher applications approved by the Local Enterprise Office in the year
	The number of those trading online vouchers that were drawn down in the year
	A. The number of participants who received mentoring during the period 1 January to 31 December per 100,000 of population
	The number of participants who received mentoring during the period 1 January to 31 December
	The spend on local economic development by the local authority in the year per head of population
	The spend on local economic development by the local authority in the year

