LONGFORD COUNTY COUNCIL
CORPORATE PLAN
2015-2019

Lanesborough Fire Station

HEALTH
& SAFETY
OHSAS 18001:2007
NSAI Certified

Adopted by
Longford County Council Members
February 2015

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Longford County Council will lead Economic Social and Community development by engaging with citizens and communities to improve quality of life and deliver customer focused quality services.

Longford County Council's Corporate Plan 2014-2019 is prepared within a constantly changing environment. Local Government Reform places an increased focus on community participation and less direct local input on infrastructure and traditional type roles.

It is against this background that the Corporate Plan sets out the strategic priorities for Longford County Council over the next five years. Annual Service Delivery Plans will identify provision of services that will be provided and these Corporate Objectives will be closely monitored and reviewed annually.

The volatility in the global economic environment necessitates a flexible and responsive organisation to deliver quality public services in an efficient and effective manner.

During the period of the previous Corporate Plan Longford County Council proved resilient in overcoming many difficulties. As a result of this experience we are better equipped to face future uncertainties. Through the commitment and co-operation of management, employees and elected representatives Longford County Council will deliver the services the people of Longford require.

Mark Casey
Cathaoirleach

Tim Caffrey
Chief Executive

County Longford is the second smallest county in Ireland with a population of 39,000 (*Census 2011*), a rise of 13.4% on the previous Census (*2006*). Longford Town is the county town with a population of 8,002 (*2011*) and the other main towns include Edgeworthstown, Granard, Ballymahon, Lanesboro and Newtownforbes.

The total area of the county is 109,116 hectares of which 73,764 hectares are farmland. Agriculture is an important economic activity accounting for over 10% of the labour force. Other key sectors are manufacturing (13.4%), wholesale/retail (15.2%) and public administration (7.4%).

County Longford, centrally located in the province of Leinster, in the Midlands of Ireland providing ease of access to national and international markets making it an attractive location for inward investment. It is a strategic transport hub located on national primary routes N4 from Dublin to Sligo and N5 from Dublin to Mayo. Secondary routes also cross the County, the N55 linking Athlone and Cavan onto Northern Ireland and the N63 linking Longford with Roscommon and Galway. Longford Town and Edgeworthstown are located on the Dublin to Sligo Inter-City railway line.

Longford is rich in culture, heritage and natural amenities. It has some of Ireland's oldest and best preserved peatlands and most of the County lies in the basin of the river Shannon which forms its western boundary, much of it in the form of a large lake, Lough Ree. The County is dissected by the Royal Canal and presents visitors and tourists alike with an authentic Irish experience offering beautiful natural landscapes, award winning villages and a real sense of history. A significant tourist attraction is the Corlea Trackway, an ancient wooden bog road dating back to the Iron Age.

Longford Town, the administrative centre for Longford County Council, serves a wide catchment area and has many developed and zoned industrial parks. There are several significant employers in the County across a range of sectors including pharmaceutical, engineering, food and agri-food. Longford Town also has two significant decentralised Government Departments.

Longford is derived from the Gaelic Uí Fhearghail, referring to the stronghold of the O'Farrell Clan. The county's greatest asset is its people, industrious and friendly and genuinely ambitious to see the county progress economically, socially and culturally.

How Longford County Council Operates

General

Longford County Council operates within the National system of Local Government where the Council is mandated to deliver a diverse range of functions and services. The Local Government Reform Act redefined the role of local government and introduced structural changes with the implementation of a new sub county Municipal District Structure.

Elected Members

The eighteen elected members drawn from three electoral areas perform their representational and policy formulation role by way of reserved functions.

Municipal Districts

Each electoral area constitutes a Municipal District and the members elected to the Council represent their Municipal District. The Municipal Districts provide greater scope for local decision making with some reserved functions exercisable at district level. The work programme of the district is set out in the Annual Schedule of Municipal District Works.

Strategic Policy Committees

Membership of the four Strategic Policy Committees is drawn from Council members, sectoral and community representatives. The Strategic Policy Committees assist the Council in policy formulation in the areas of –

- Infrastructure and Environment and Emergency Services

- Economic Community Development and Enterprise

- Planning and Development, Cultural Services

- Housing Services

Corporate Policy Group

The Cathaoirleach of the Council, together with the Chairpersons of the Strategic Policy Committee form the Corporate Policy Group. The Corporate Policy Group have statutory functions including the preparation of the Annual Budget and the preparation of the Corporate Plan. The Corporate Policy Group is supported by the Chief Executive and the Management Team.

Executive Structure

The day-to-day operational matters with policy implementation and service delivery are the responsibility of the Chief Executive.

Two Directors of Service and Head of Finance have responsibility for the following areas –

- Infrastructure, Environmental and Emergency Services

- Economic & Community Development, Corporate Cultural & Recreational Services, HR, Planning & Building Control

- Finance and IT, Housing and Building

Local Community Development Committee
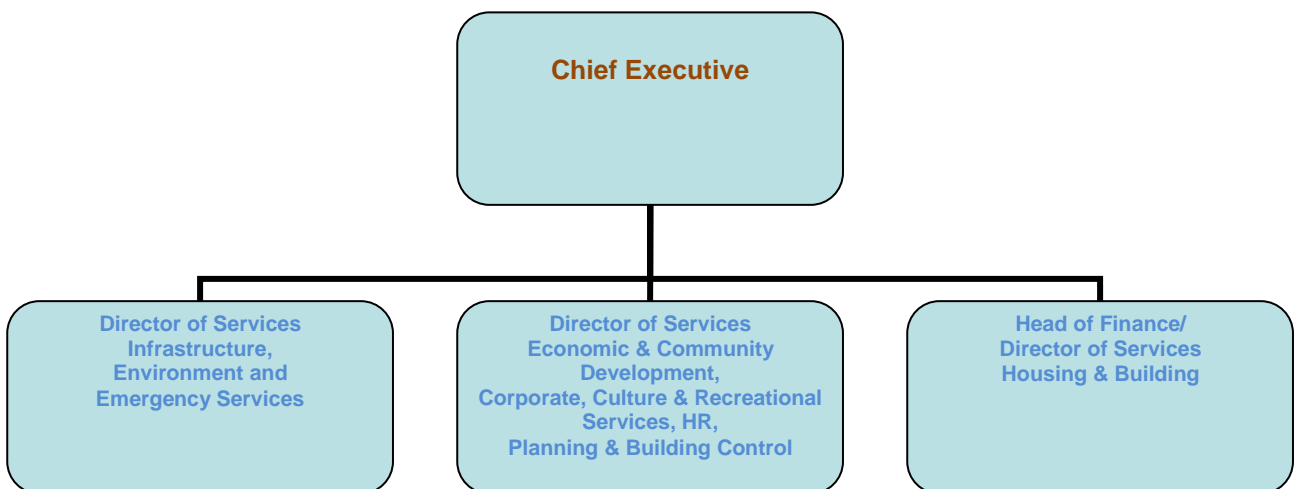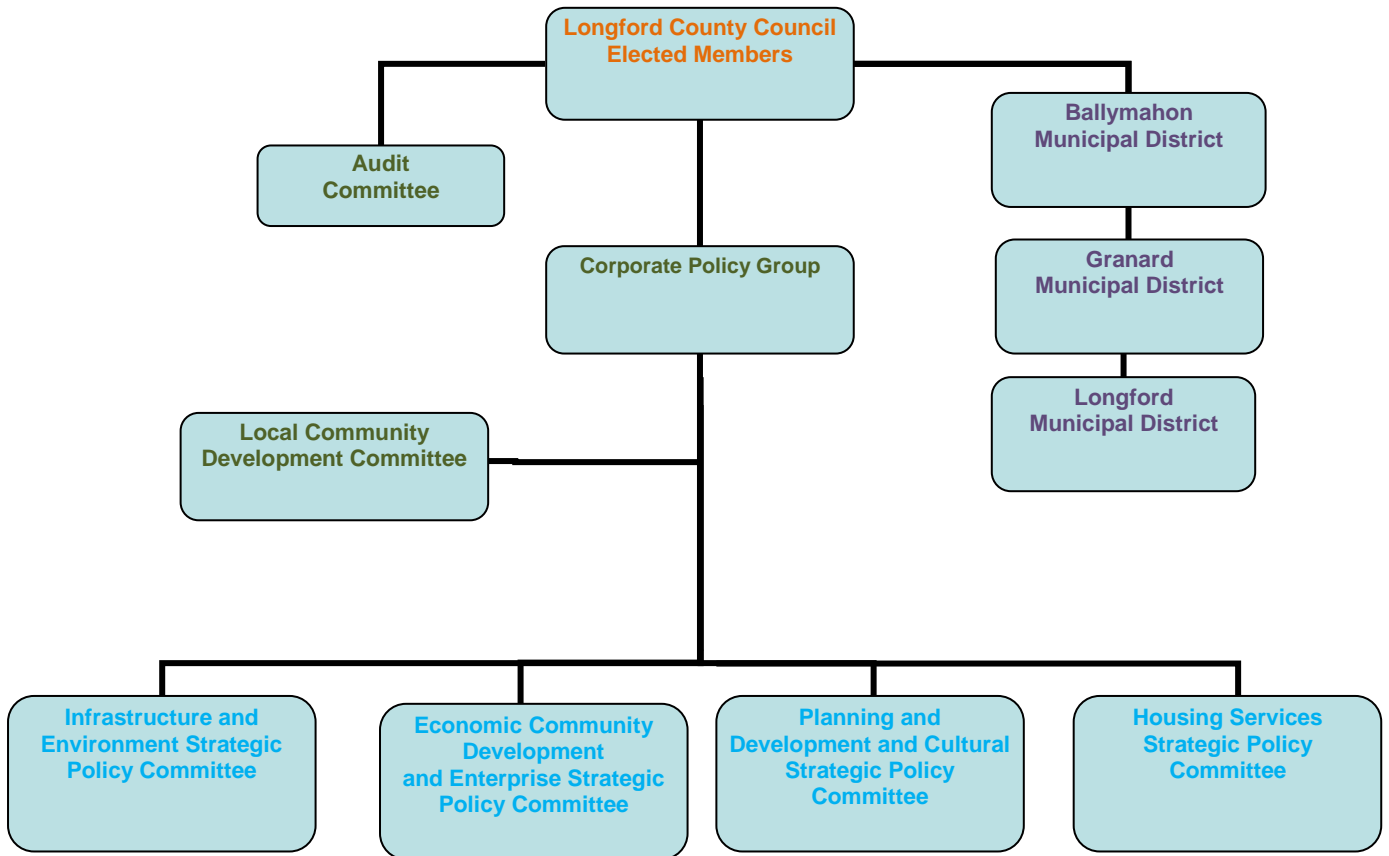
The recently established Local Community Development Committee (LCDC) will develop, co-ordinate and implement a coherent and integrated approach to local and community development.

Audit Committee

The Audit Committee is part of the Governance Framework and has an independent role in advising the Council on financial reporting processes, internal control, risk management and audit matters.

Longford County Council Elected Members

Audit Committee

Corporate Policy Group

Ballymahon Municipal District

Granard Municipal District

Longford Municipal District

Local Community Development Committee

Infrastructure and Environment Strategic Policy Committee

Economic Community Development and Enterprise Strategic Policy Committee

Planning and Development and Cultural Strategic Policy Committee

Housing Services Strategic Policy Committee

Chief Executive

Director of Services Infrastructure, Environment and Emergency Services

Director of Services Economic & Community Development, Corporate, Culture & Recreational Services, HR, Planning & Building Control

Head of Finance/ Director of Services Housing & Building

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Elected Members of Longford County Council

Ballymahon Municipal District

Mick Cahill

Mark Casey

Gerard Farrell

Colm Murray

Pat O'Toole

Paul Ross

- 9 -

Granard Municipal District

Paraic Brady

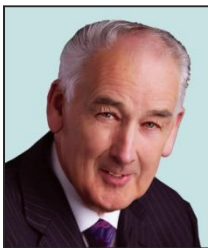Micheál Carrigy

John Duffy

Martin Mulleady

P.J. Reilly

Luie McEntire

Longford Municipal District

John Browne

Seamus Butler

Padraig Loughrey

Mae Sexton

Gerry Warnock

Peggy Nolan

This is the first Corporate Plan of the new unified authority of Longford County Council, consequent to the abolition of the Town Councils of Longford and Granard. The Plan was drafted in consultation with the Elected Members, Management Team, external stakeholders and employees.

This Corporate Plan serves as the Council's strategic framework and reflects the changing role of Local Government and the increased role of participative democracy through community involvement in the Public Participation Network.

In implementing the Corporate Plan 2014-2019, the members and employees of Longford County Council will be guided by the following broad themes and core values:

- The sustainable development of County Longford
- Consultation and partnership with the local community
- Equality and Social Inclusion
- Highest standards of conduct and probity by elected members and employees
- Courteous, impartial, effective customer service
- Maximising organisational efficiency, effectiveness and economy
- Value for money in public procurement and the delivery of services
- Flexibility and willingness to change
- Transparent and accountable service delivery and decision making

Annual Service Delivery plans prepared in consultation with the elected members will set out in detail the activities across the functional areas to deliver the objectives in the Corporate Plan.

The formulation of corporate objectives had regard to the current external and internal factors impacting on local authorities' activities and performance. The corporate objectives outlined in the Plan reflect the current economic, social and environmental conditions and the increasing demand for quality service. The easing of austerity measures provides a degree of optimism that the resources necessary to achieve the objectives in the Plan may become available.

Ever increasing demand for limited resources requires reprioritisation of objectives and effective use of available resources. Government priority of job creation underpins many of the Council's strategic objectives. During the period of this Corporate Plan the Council will develop a methodology to engage with citizens on Policy issues particularly in relation to service options with resource implications.

Longford Co. Council seeks to deliver quality services to the citizens of the county in the most cost effective way possible. The Council seeks to ensure that Value For Money is achieved though implementation where practicable of recommendations of the Value for Money Unit of the Department of Environment, Community & Local Government, by participation in shared service initiatives, participation in national procurement frameworks and tendering for goods and services which are not included in the national frameworks.

Emerging Challenges such as the systemic decline in the 'high street' retail sector will require targeted responses.

External Environment

The following external factors impact upon and influence the manner in which the Council operates:

- ➢ Changing demography of population.
- ➢ Council's Stakeholders, including state and local agencies.
- ➢ Dependence on funding from Central Government and the limited capacity of the Council to generate additional income locally.
- ➢ Economic growth and employment creation.
- ➢ Effects of Climate Change.
- ➢ Equality & Human Rights
- ➢ Global and National Economic Environment.
- ➢ Government Policies and Objectives.
- ➢ Increasing expectation of customers and citizens.
- ➢ National and European Union (EU) Legislation.
- ➢ Potential for Shared Services
- ➢ Service Level Agreements
- ➢ Social Change.
- ➢ Technological change and effective use of modern technologies.
- ➢ The National Development Plan; The National Spatial Strategy and Regional Planning Guidelines

Internal Environment

Developments critical to the delivery of the objectives of this Corporate Plan objectives include:

➢ The 18 Members elected by Longford County Council in June 2014 given a democratic mandate to make representations on behalf of the people.

➢ Strengthening of governance role of elected Members within Municipal Districts.

➢ The Strategic Policy Committees (SPCs) comprising both Councillors and Sectoral/Community interests advise the Council on policy issues, bringing a wider perspective and context to policy formulation.

➢ Local Community Development Committee.

➢ Local Enterprise Offices

➢ Committed & highly trained employees supported by the Management Team.

➢ Organisational structures responsive to new developments and initiatives.

➢ Effective Customer Service.

Consultative Process

This Corporate Plan was informed by consultation with elected members, employees, stakeholders and the public.

The following consultative process was undertaken by Longford County Council in the preparation of this Corporate Plan.

➢ Corporate Policy Group and Elected Members.

➢ Public participation invited through advertisements in local Press, on Longford County Council's website, at Customer Services Desk and Branch Library Network.

➢ Participation of Management Team, Senior Officers and all employees.

➢ Participation of stakeholders invited. A full list of stakeholders in set out in Appendix 1.
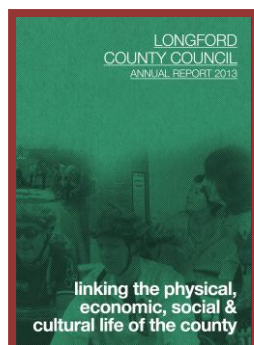
1	Sustainable Development of County Longford	Alignment of all organisation plans providing focus and direction.
2	Lead Economic Development through County wide initiatives	Collaborate with economic development agencies to grow employment across all sectors.
3	Partnership with the Community	Through consultation and meaningful engagement ensure that the needs of the Community are at the core of all actions.
4	An Equal and Inclusive Society	Ensure the necessary structures and appropriate actions address exclusion.
5	Deliver an Effective and Courteous Public Service	Ensure the needs of the customer are at the core of our service delivery in accordance with Best Practice and Standards.
6	Support and Enhance Local Democracy	Enable the Elected Members exercise their democratic mandate through efficient and effective democratic structures.
7	Support and Enhance Community Participation	Facilitate the Public Participation Network and its sub structures engagement and its representation on statutory bodies.
8	Achieving the highest standards of Conduct and Accountability	Through awareness and compliance with the duties and obligation of Public Service.
9	Maximise the Organisations Effectiveness, Efficiency and Economy	Ensure that organisation actions are effectively delivered and at least cost.
10	Develop the Human Resources to their Maximum Potential	Through continuous improvement appropriate training and best management techniques across all services.

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Corporate Services **Corporate Governance**	Promote & Ensure Standards of Good Governance	Local Government Acts Good Governance in the Public Sector 2014 Framework Local Government Ethical Framework Code of Conduct for Employees and Members Corporate Plan 2015-2019	Monthly Management Report Annual Progress Report Audit Reviews & Reports Ensure that Elected Members & Employees are aware of standards of Conduct expected of them	. Completion of timely, accurate Annual Declarations Compliance with Codes of Conduct Draft Corporate Plan prepared
Corporate Services **Franchise**	Enhance Democratic Participation	Electoral Acts Local Government Reform Act 2014	Use existing and new technologies to enhance the accuracy of the Register Public Awareness campaigns to encourage participation in the electoral preparation process Effective information gathering	Preparation and Publication of Draft and Full Register by Statutory Dates Supplement Applications processed and Supplementary Register published as required 'Returned' Polling Card Checklist process in place
Corporate Services **Elected Members**	Facilitate & support the Elected Council and all Committees Provide information, advice and training to elected members	Local Government Acts	Number of Meetings held Number of Members attending training Number of Representations Received & Responded to	Administrative support for all meetings Training & Guidance provided as required Representations responded to by electronic means Elected Members 'Extranet' with access to information on Council Policies & Programmes
Corporate Services **Freedom of Information**	Facilitate the Public with access to records held by the Council	Freedom of Information Acts	Provide timely response to all requests for information. Number of requests Administered. Number of Appeals on requests administered Provide Freedom of Information training to relevant employees	Requests processed in timely manner within statutory timeframes Statistical information on requests provided to Department on Annual Basis.

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Corporate Services **Health & Safety**	Promote Best Practice in Occupational Health & Safety	Health & Safety Policy Health & Safety Statement Annual Health & Safety Programme of Works OSHAS 18001: 2007 Standards	Review of Safety Statement. Number of National Implemented Number of HSA visits/inspections Number of H&S Courses delivered. Number of reportable accidents. Number of Safety Inspections Completed. Number of Safety Audits Completed.	Longford County Councils Occupational Health & Safety Management System accreditated to OHSAS 18001:2007
Corporate Services **Customer Care**	Deliver Effective Customer Service Provide greater availability of services through Irish	Customer Charter Official Languages Act Develop Customer Contact Management System	Review & Implement Revised Customer Care Plan & Customer Charter Official Languages Act Level of on Line Services Number of Complaints Received	Customer Care Plan Customer Charter
Community **Social Inclusion and Community Activation Programme (SICAP)**	Co-ordinate improved delivery of Public Services and Community Involvement	Develop a Local Economic and Community Plan for County Longford. Support the work of the Children's Services Committee in co-ordinating the delivery of services for children throughout the County	Community Plan Prepared.	Community Plan in Development
Community **Social Development**	Lead the effective delivery of Social Inclusion Policies Co-ordinate community development activity in the County Develop a framework to ensure compliance with statutory duty under Irish Human	Public Participation Network Social Inclusion Policies Irish Human Rights and Equality Legislation	Establish and develop community engagement through the Public Participation Network Support community groups to build sustainable and inclusive communities Establish Public Participation Network. Number of Participants	Public Participation Network (PPN) established Number of PPN Representatives on formal structures

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
	Rights and Equality Legislation		Number of Nominees	
	Facilitate and support the work of Longford Comhairle na nOg	Longford Comhairle na nOg	Number of Schools Participating	9 (100%)
		Traveller Interagency Committee	Number of Members Number of meetings	
Community **Arts**	Facilitate creative capacity building among the County's community Promote access to and increased participation in the Arts Develop public awareness and appreciation of the value of the arts. Provide a comprehensive Arts Information Service	National Legislation Arts Plan Arts in School Programme Percent for Art Programme	Supports provided Amount of funding under percent for Art Programme Number of Participants at Arts activities Arts Information Service Publications and documentation on Art Creation	Ongoing work partnership with other agencies and organisations both locally and nationally to broaden engagement with the Arts
Economic Development **Business Support**	Support existing businesses to maximise economic output Facilitate and support new business creation and inward investment through appropriate infrastructural provision Promote County Longford as an ideal location for business investment Develop a more connected local business community that allows us to market County Longford as a small but dynamic business hub Harness and	Economic Development Programme developed in partnership with Enterprise Ireland covering four key areas: 1. Business Information & Advisory Services 2. Entrepreneurship Support Services 3. Enterprise Support Services 4. Local Enterprise Development Services Economic SPC review of Economic Development programme SLA with Enterprise Ireland The Midlands Enterprise Strategy Local Economic Community Plan in development	Number of Multi agency Meetings Collaborative Actions. Number of Clusters Developed Business Networks created Business Participation Number of business start ups Number of firms availing of business support services Number of firms entering export markets Number of Invest in Longford initiatives run each year Number of joint programmes addressing business issues run with partner agencies	As per County Enterprise Plan agreed with Enterprise Ireland and Longford County Council under the Service Level Agreement Economic Blueprint for County Longford reviewed annually As per the Midlands Enterprise Strategy drafted by Enterprise Ireland in consultation with partner agencies Local Economic Community Plan in development

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
	maximise the potential of all our assets including land, units and amenities to drive new economic development opportunities Develop our towns as living, viable, community and commercial centres	Database of entire County physical infrastructure with potential use for economic activity Regeneration Programme (in development)	Number of entries Regeneration Programme Tidy Towns & Development Groups Standards achieved	Regeneration Programme (in development)
Economic Development Tourism	Promote and support Tourism Sector and its potential to deliver much greater levels of economic benefit to the County	Relevant agencies: Fáilte Ireland &Longford County Tourism Committee Development programme for the former Connolly Barracks site as a Cultural Quarter for Longford Town. Mid-Shannon Wilderness Park Project Potential	Visitor numbers in the County. Groups Participation Enhanced tourism amenities and facilities. Inter-connected, branded walking, cycling and water trails developed.	Improved Access Increased visitor numbers New Products Developed
Emergency Services Civil Defence	Develop Plans for dealing with emergencies Continue to support community activities Promote and facilitate Water Safety in consultation with Irish Water Safety (IWS)	Emergency Plan Water Safety Programmes	The number of volunteers trained Number of recruits Number of training events Support to communities in the organisation events	Significant voluntary contribution to the people of County Longford
Environment Waste Management	To ensure that appropriate facilities and services are available to adequately provide for the appropriate disposal of waste in the county	Eastern and Midlands Regional Waste Management Plan	The number of Permitted Waste Collectors authorised by the NWCPO to collect household waste The number of authorised End of Life Vehicle Treatment Facilities The number of Bring Bank Sites Tonnages of Glass collected at Bring Bank Sites Tonnages of Cans collected at Bring Bank Sites The number of Civic Amenity	2 3 26 660 tonnes 20 tonnes 2

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
			Sites	
			The number of Hazardous Waste Collections	1
Environment **Litter Control**	To ensure that an Educational Awareness Programme is in operation To provide appropriate services to control littering To take enforcement action against offenders To provide support to Community and Voluntary Groups which are actively maintaining the environment	The Council's Litter Management Plan The Green Schools Programme The Local Environment Partnership Fund	The number of Environmental Awareness school visits conducted The number of Environmental Awareness Workshops provided to community groups The number of Community Groups that are assisted in carrying out Clean-ups The number of Litter wardens employed The number of grants paid to Local Tidy Towns Committees The number of Litter Complaints dealt with The number of Litter Fines issued	65 18 35 3 28 1375 210
Environment **Veterinary Public Health and Food Safety and Animal Control**	To enhance the economic and social development of County Longford by protecting and improving Public Health in the area of food of animal origin, while improving the attractiveness of the local Environment for the inhabitants of the County, by the judicious Control of Animals	Service Contract with The Food Safety Authority of Ireland National & European Legislation	Satisfactory servicing of the Service Contract with the FSAI	Satisfactory servicing of the Service Contract with the FSAI
Finance **Resource Management**	Maintain moderate debt levels over the medium term Liquidity levels to be sufficient	Provide for repayment of loans payable Implementation of New Treasury Management Policy Budget as adopted to be sufficient to meet the expenditure arising in the year	Value of LA loans payable to other Bodies that are in arrears for more than 90 days Recourse to overdraft facility 5 year summary of revenue a/c balance	Payment by due date Minimal use of facility AFS Cumulative revenue balance Appendix 7 of AFS

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
		Income collection	5 year summary of % collection levels on major revenue sources	
Finance **Financial Management**	Provide timely relevant and accurate Financial and Management Information	Lead the ongoing development of Management information and reporting systems to reflect county wide and Municipal District activities	Frequency of Reports	Detailed quarterly and annual financial statements
		Promote the concept of devolved budgets to promote accountability, efficient delivery of services and financial control	No of budget holders	Currently managed at Director level
Finance **Risk Management**	Continue to improve internal control procedures	Ensure that proper procedures operate for the income and expenditure systems, including the procurement and tendering process for goods and services	Frequency of tendering and review of procedures. Extent of participation in national frameworks	Number of national procurements framework already adopted. Tendering for other services.
		Commit to strengthen the Internal Audit function within existing resources	Internal Audit hours available	One FTE professional resource
Finance **Value for Money**	Promote Value for Money	Participate in shared services initiatives to obtain cost efficiencies	No of shared services initiatives adopted by Longford Co *C*ouncil	Early adopters of MyPay shared service
		Implement recommendations of Value for Money Reports that will benefit Longford County Council	Review of VFM audit reports of LCC operations	Substantial compliance with VFM recommendations on Housing Maintenance and Development Contributions
		Promote the principle of value for money at all levels throughout the organisation	Cost saving initiatives undertaken and savings achieved	Savings achieved as per LGER returns
Fire Service **Response**	To ensure that appropriate facilities are available to receive emergency calls To maintain suitably	Section 85 Service Level agreement with Dublin City Council for emergency call receiving Fire and Rescue Service Operational Plan 2011 –	Record number of calls for each year Review Operational Plan annually	368 Meet targets in Longford County Fire and Rescue Service

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
	equipped and trained fire personnel	2015		Operational Plan 2011 – 2015.

	To make provision for prompt and efficient extinguishment of fires and for the protection and rescue of persons and property from fire	Longford County Fire and Rescue Service Operational Plan 2011 – 2015	Service Indicators F1 and F2	F1. Average time, in minutes, to mobilise fire brigades in Part Time Stations in respect of fire and all other emergency incidents
				       Fire
				       Other Incidents
				       5min 23sec
				F2. Total number of incidences in respect of attendances at scenes where:
				Fire 290
				All Other Emergency Incidents 78
				Within 10 mins.
				Fire 118
				% 40.69%
				All Other Emergency Incidents 31
				% 39.74%
				Between 10 and 20 mins
				Fire 139
				% 47.93%
				All Other Emergency Incidents 32
				% 41.03%
				After 20 mins
				Fire 33
				% 11.38%
				All Other Emergency Incidents 15
				% 19.23%

Fire Service **Mitigation**	To ensure that a Community Fire Safety Programme is in operation	Fire Safety Schools Programme and the Halloween Festival programme are delivered	Number of school visits conducted The Fire Service Halloween Festival Programme is completed every year	All primary school 3rd classes in the county received the Fire Safety Schools Programme each year. Fire Service personnel participate in Halloween Festival Programme each year
	To ensure inspections under the Fire Services Act 1981 – 2003 are undertaken	Longford County Fire and Rescue Service Operational Plan 2011 – 2015	NDFEM statistical returns.	79 inspections
	To advise on Fire Safety Certificate applications under the Building Control Act 1990 – 2013	Building Control Regulations 1997	Service Indicator F3	**2013 Service** F.3 Fire prevention – Total number of fire Received 38 Processed (incl cases deemed invalid) 39 Deemed Invalid 2
Housing **Social Housing**	Deliver social housing to meet identified needs	Social Housing Strategy (national)	Combined total number of dwellings provided (i.e. through direct provision + RAS + HAP+ leasing etc	Housing Need
		Implement Mobility Aids, Housing Aid for Older Persons & Disability	No and Value of grants approved	2014 Budget

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
		Grants.		
		Provide House Purchase Loans.	Value of Loans approved in accordance with credit criteria	€50K 2014
	Increase social housing supply including construction, acquisition of dwellings	Housing Services Plan (local)	Number of units provided	Housing Need/Funding
	Optimum use of housing stock	National Funded Programme for Vacant Stock/ Revenue Maintenance Budget	Percentage voids Average re-letting time	Service Indicators
	Rollout of Housing Assistance Payment Scheme (HAP)	HAP Implementation Plan		
	Promote high standard of private rented dwellings	Private Rented Inspections Programme	Number of inspections in comparison to planned inspections	Percentage inspections in comparison to overall number of private rented dwellings
Housing **Tenant Participation**	Promote involvement of tenants in home improvement and estate management	Provide appropriate resources and support structures for tenant participation in estate management. Implement anti-social behaviour strategy	Maintain Estate Management Budget	Maintain Estate Management Budget
Housing **Voluntary Housing**	Promote and assist the development of the Voluntary Housing Sector in the county	Assist the voluntary sector to maximise its contribution to social housing provision	No. of projects supported	Two projects supported in 2014
Housing **Social Exclusion**	Provide a multi agency integrated approach to tackling social exclusion	Implement the four-year Traveller Accommodation Programme (2014–2018) Implement Regional Homeless Plan, Actively engage with Regional Homeless Forum and continue to lead Homeless Action Team	Annual targets set out in plan No. of social housing allocations to Homeless Persons No of Homeless presentation	28 p.a. 66 individuals presented as homeless in 2014

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Housing **Unfinished Housing Estates**	Resolve the issues arising in Unfinished Estates in the County	Seek out sources of funding to help carry out necessary works Work with developers and banks to agree site resolution plans which bring estates up to a taking in charge standard Work with relevant departments in the Council to ensure that appropriate standards are met	No of estates taken in charge	No of estates taken in charge to end of 2014 43
Human Resources **Strategy**	Enhance Organisational Effectiveness through a strategic HR approach	Human Resources Strategy	Develop a HR Strategic Plan Implement Organisational Workforce Planning. Continue to implement additional modules of integrated Human Resources Management System	Modern Integrated Human Resources Management System in place
Human Resources **Recruitment & Selection**	Recruit within employment control framework a sufficient number of qualified employees to deliver the organisations objectives	Workforce Plan Putting People First	Number of competitions & numbers recruited Number of Staffing Sanction applications made to Department & numbers sanctioned. Number of Garda Vetting Reports. Number employees availing of atypical working schemes. Number of work placements facilitated. Number of Participants on National initiatives for long term unemployed	National Service Indicators
Human Resources **Employee Training & Development**	Develop and enhance the human resource potential through appropriate training, development & knowledge sharing. Review the Training & Development Support Policy. Provide Appropriate Training to deliver quality customer Service	PMDS	Number of training courses delivered. Cost of training as % of Payroll Average number of training Days per employee	National Service Indicators

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Human Resources **Employee Welfare**	Maximise employee attendance at work to improve service delivery and performance	Attendance Management Policy Public Service Management Sick Leave Regulations 2014 Value for money Progress Report Management of Sickness Absence	% of working Days lost to sickness absence % of total workforce employed with a disability Number of employee Wellbeing Programme/Policies	National Service Indicators Value for Money Audit Progress Report on Management of Sickness Absence
Information Systems **Technology**	Provide a secure and robust infrastructural platform to deliver the business needs Maximise the potential of ICT to improve service access quality and delivery Provide enhanced e-Democracy through the provision of online access to information Support the delivery of GIS (Geographic Information Systems) spatial systems and data to all employees and to the wider public using internet technology	Longford County Council's Disaster Recovery Plan 2015 ICT Strategy 2015 - 2019	Ensure the initiatives outlined in the Council's Disaster Recovery Plan 2015 and ICT Strategy 2015 - 2019 are implemented in an innovative and efficient manner Engagement with the Councils business areas to ensure the initiatives proposed in the Council's ICT Strategy 2015 - 2019 assist business areas in achieving their objectives as defined in the Corporate Plan and ensuring each initiative is implemented in an innovative and efficient manner Implement the ICT 2015-2019 Strategy	Protect, maintain and support the existing Information Systems across all service provision areas Support each business area in using technology to assist them in effective service delivery Maintain and support existing GIS systems within the service provision areas of Longford County Council
Library and Cultural Services **Library Services**	Enrich the lives and sense of identity of every person in County Longford and to promote community cohesion, health and wellbeing and economic growth Actively engage with the community with the areas of literacy, lifelong learning,	Government Policies Strategy for Public Libraries 2013-2017 The Library Buildings Capital Programme Plan	Number of Members Number of Visits Cost of Operating Service Number and diverse range of Events hosted in the Library Branch Network	Libraries are a focal point of the community with many events and activities promoting learning, information and culture Libraries are the public face of Local Government and a welcoming civic space throughout the County

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
	information and jobseeking support Promote literature, reading and culture Work in partnership with the Local Enterprise Office and develop a Business Information Service for Small and Medium Enterprise's (SME's) Deliver an innovative and focussed high quality education and cultural programme of events in partnership with other services			- 25 -
Library and Cultural Services **Heritage**	Further the aims of the County Heritage Plan Increase awareness and appreciation of our heritage resource Promote the care and conservation of our County's heritage in line with the principles of Best Practice and sustainability	National Legislation Heritage Council County Heritage Plan Longford Heritage Forum Partnership with Heritage Organisations	Review and implement a new County Heritage Plan Seek the establishment of a museum for the County Promote awareness of preservation and conservation of heritage Work to maximise resources for the conservation and promotion of the County's heritage	Preservation and Conservation of Heritage in partnership with local and National agencies
Library and Cultural Services **Archives**	Collect and preserve archives as part of the history and heritage of the County Promote awareness of archives among all sections of the community Facilitate and expand the use of archives by researchers of all kinds Identify and preserve the Councils archives	Continue to work towards the establishment of a County Archive with appropriate facilities including storage Engage in 'outreach' activities including lectures and visits to schools and community groups Encourage the donation of privately held material. Establish a Records Management System	Number of Visits and Lectures Records Management System Established	Ongoing work in maintaining and Preserving the Councils archives

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Planning / Building Control **Planning**	Ensure effective, proper planning and sustainable, balanced development of urban and rural areas	Adopt and implement quality development plans consistent with regional and national policies Implement Ministerial policy direction on enforcement Monitor compliance of conditions associated with grants of planning permission	% of planning enforcement cases closed (against the number of cases that were investigated) % of applications where the decision was confirmed (with or without variation) by An BordPleanala Buildings inspected as a percentage of new buildings notified to the local authority	65% 100% 16.67%
Recreation and Amenity Services **Sports and Amenities**	Promote and support the provision of both physical activity and recreational opportunities throughout the county Promote and support the development and use of suitable sporting infrastructure for County Longford Encourage 'volunteerism' in sporting and community activities	Service Level Agreement with the Irish Sports Council Sports Partnership Board	Numbers of activities Participation in sporting and community activities Delivery of Service Level Agreement Awareness of Sports participation opportunities	Promote and support participation in sporting and community activities
Road Transportation & Safety **Road Network**	Improvement and Maintenance of the existing Regional & Local Road Network	Department of Transport, Tourism & Sport Multi Annual Roads Programmes Continue implementation of Map Road Pavement System to enable a more cost effective approach to road maintenance Pavement Surface Condition Index (PSCI) Surveys	Recording of Works undertaken on the Regional and Local Road Network Recording of PSCI Ratings for the Regional and Local Road Network Number of Kilometers of Regional & Local Roads improved and maintained under the Roads Programme	Existing PSCI Ratings where Surveys have been carried out Current data recorded in recent years

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Road Transportation & Safety **Road Network**	Improvement and Maintenance of the existing National Road Network	NRA funded Major Schemes Pavement & Minor Works HD 28 Pavement Works National Primary & National Secondary Maintenance	Number of Kilometers of National Roads Improved under various NRA funded Schemes Records of defects eliminated from the Network	Existing NRA Pavement Condition Surveys National Road Network Surveys carried out by Local Authorities
Road Transportation & Safety **Sustainable Transport**	Facilitate and support all modes of sustainable transport in accordance with Government Policy on Smarter Travel promoting and developing pedestrian and cycling infrastructure in the County	Develop Cycling Plans for the main towns and seeking funding under National Funding Programmes associated with Smarter Travel	Measure new facilities developed under funded Programmes	Measure of existing facilities available currently in the various towns
Road Transportation & Safety **Road Bridges**	Maintain and Improve Road Bridges throughout the County	NRA Eirspan Programme for National Bridges Specific Improvement Grant Funding for Regional & Local Road Bridges	Number of Bridges Maintained and Improved on an Annual basis.	NRA Bridge Database Existing Condition Ratings of Regional & Local Bridges
Road Transportation & Safety **Road Safety**	Engage with all relevant agencies in the promotion and improvement of Road Safety throughout the County	Low Cost Safety Schemes funded by the Department of Transport Tourism and Sport HD 15 and HD 17 Minor Works Programmes funded by the NRA Promotion of Longford's Road Safety Strategy Continue to participate with Gardai , School Management Boards , Teachers , Parents , Children & The Road Safety Authority in nurturing the Junior School Warden Service Maintenance of Traffic Route and Public Lighting Infrastructure	Number of Safety Improvement Schemes carried out annually Monitor Accident Data on an annual basis Eliminate Accident Blackspots	Existing accident statistics available for the County

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline *(based on most recent available data)*
Road Transportation & Safety **Transportation**	Develop policies aimed at meeting the various transportation needs of the County through the Strategic Policy Committee	Review of Policy through quarterly SPC Meetings.	Number of additional and revised policies formulated through the Year.	Number of existing Policies currently in place.
Road Transportation & Safety **Infrastructure**	To progress the proposed N4 Roosky to Mullingar Road Scheme to Construction Stage	Delegations from LCC to the NRA to highlight the strategic importance of this Project the people of Longford	Progress the Scheme to Construction Stage	Scheme currently suspended due to funding constraints. Preferred Route Corridor identified and protected
Water Services **Water Services Programme**	To achieve all duties, compliances and targets set out in the Irish Water Service Level Agreement and the agreed Annual Service Plan. To work under the terms of the Service Level Agreement with Irish Water to provide efficient quality water services. To execute the duties of The Water Services Authority for Group Schemes and Small Private Supplies under the Drinking Water Regulations 2014. To facilitate grants and subsidies to Group Water Schemes. To facilitate and administer well grants To facilitate new Group Sewerage Schemes	Service Level Agreement between Longford County Council and Irish Water. Annual Service Plan Drinking Water Regulations 2014 Rural Water Programme EPA Guidelines on Water Quality Drinking Water Regulations 2014	Testing of Drinking Water in line with Drinking Water Regulations 2014 Monitor of waste water discharges in line with EPA Discharge Licences and Certificates of Authorisations. Ensure Rural Water Programme is carried out. Monitor Supplies to ensure Compliance with Drinking Water Regulations 2014	Compliance with Drinking Water Regulations 2014. Compliance with EPA agglomeration specific Discharge Licences and Certificates of Authorisations Reduction in Unaccounted for Water (UFW) Attain the agreed targets in the Annual Service Plan Work in accordance with the Service Level Agreement Achieve monitoring targets for Drinking Water in line with Drinking Water Regulations 2014. Targets set out in the Rural Water Programme.

Implementation, Monitoring and Review

Implementation

The Corporate Plan is at the core of the Council's business framework. The Plan outlines and informs the community of the Council's Objectives over the term of office of the elected members. It reflects a strategic assessment of what is considered achievable over the next five years and implemented in consultation with the Corporate Policy Group, the Strategic Policy Committees and the Local Community Development Committee.

Monitoring

Monitoring processes will be undertaken during the lifetime of the Plan. The monitoring framework involves

- ➢ Monthly Management Report to Elected Council
- ➢ Annual Progress Report to Elected Council
- ➢ Annual Financial Statement
- ➢ Annual Service Delivery Plans.
- ➢ Service Indicators
- ➢ Audit Reports
- ➢ Recommendations from National Oversight and Audit Commission (NOAC)

The Council's Annual Report will include a summary progress report and will assess implementation against agreed objectives in the Corporate Plan and the annual service delivery plan. The monthly management report to elected members will highlight areas of significant progress and will where necessary signal any changes in emphasis or amendments to the Corporate Plan.

Review

The Corporate Plan sets out the Council's priorities including provision for a review process that enables the Council evolve and respond in a way that is consistent with the overall Public Service Reform Agenda.
The elected Representatives may review the Corporate Plan as necessary, responding to changes in their operating environment or as required by the National Oversight and Audit Commission (NOAC).

In order to facilitate the alignment of plans and policies, a review of the Corporate Plan will be undertaken following adoption of the Local Economic Community Plan.
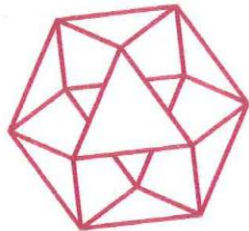
NSAI

Certificate of Registration
of Occupational Health and Safety Management System to OHSAS 18001:2007

Longford County Council

**Aras an Chontae
Great Water Street
Longford**

NSAI certifies that the aforementioned company has been assessed and deemed to comply with the provisions of the standard referred to above in respect of:-

The provision of work activities associated with roads, water, housing,unfinished housing estates, Corporate, HR, building maintenance and Libraries within the functional area of Longford County Council.

Approved by:
Maurice Buckley
CEO NSAI

HEALTH & SAFETY
OHSAS 18001:2007
NSAI Certified

IQNet
THE INTERNATIONAL CERTIFICATION NETWORK

Registration Number: 18.0305
Original Registration: 11 January 2015
Last amended on: 11 January 2015
Valid from: 11 January 2015
Remains valid to: 10 January 2018

This certificate remains valid on condition that the Approved Occupational Health and Safety Management System is maintained in an adequate and efficacious manner.
NSAI is a partner of IQNet – the international certification network (www.iqnet-certification.com)

All valid certifications are listed on NSAI's website – www.nsai.ie. The continued validity of this certificate may be verified under "Certified Company Search"

NSAI (National Standards Authority of Ireland), 1 Swift Square, Northwood, Santry, Dublin 9, Ireland T +353 1 807 3800 E: info@nsai.ie www.nsai.ie
NSAI Inc. 402 Amerst Street, Nashua, New Hampshire, NH 03063, USA T +1 603 882 4412 E: info@nsaiinc.com www.nsaiinc.com

CERT-015: 18001 2007 NL A4 (5)

Customer Charter

> Longford County Council will lead Economic Social and Community development by engaging with citizens and communities to improve quality of life and deliver customer focused quality services.

COURTESY AND CONSIDERATION

You are at all times entitled to be served:
- In a courteous and prompt manner,
- With due regard to privacy and confidentiality,
- By helpful and supportive staff.

EQUALITY AND DIVERSITY

We will:
- Treat all our customers equally,
- Aim to identify and work to eliminate barriers that may prevent or hinder customers using our services.

INFORMATION

We undertake, in so far as is possible to:
- Provide information to our customers that is clear, up to date and accurate.
- Increase the access to information for our customers through the use of Information Technology.

ACCESS

We will endeavour to:
- Provide clean, accessible public offices that ensure privacy, comply with occupational health and safety standards and that facilitate access for people with disabilities and special needs.

SERVICE THROUGH IRISH

We will endeavour to:
- Accommodate our customers, if they wish to conduct their business through Irish.

COMMUNICATIONS RESPONSES

In relation to telephone contacts we will endeavour to:
- Answer your telephone calls in a timely manner.
- Ensure that employees will, when taking your call, give you their name and the name of the department in which they work.
- Take your contact details and call you back at an agreed time if your query cannot be dealt with immediately at the time of your call.
- Respond to voicemail messages within one day of our return to work.

In relation to written contacts we will endeavour to:

- Acknowledge all written communications within 5 working days.
- Provide a comprehensive reply within 15 working days.
- Advise you of the reason for the delay in cases where this is not possible and to issue you with regular updates.
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- Include the name and contact number of the individual dealing with your correspondence in all our correspondence.
- Use clear simple language whenever possible and to use technical terms only when absolutely necessary.

In relation to personal contacts we will endeavour to:
- Be available to help you and to be polite and courteous in our dealings with you.
- Arrange meetings at a time that suits you and to not to keep you waiting unnecessarily.
- Answer your questions fully and if this is not possible immediately we will endeavour to do so at the earliest possible opportunity.

OUR EMPLOYEES

We will endeavour to:
- Ensure that our employees are recognised as customers.
- Ensure that they are supported by management.
- Ensure that they are consulted through the use of the Workplace Partnership Committee.

CUSTOMER OBLIGATION

It is your responsibility, as a customer of Longford County Council:
- To treat employees of the Council in a professional, courteous and civil manner at all times as our employees have the right to expect the same entitlements from you that you expect from them.

CUSTOMER CARE

There may be occasions when our systems will not function as well as we would wish.

Longford County Council has a simple and transparent Customer Complaints Procedure which you may use if you are in any way unhappy with the quality of the service afforded to you.

Stakeholders

The Council acknowledges with gratitude the receipt of submissions.

- An Taisce, Tailor's Hall, Back Lane, Dublin 8.
- Arts Council, 70 Merrion Square, Dublin 2.
- BMW Regional Assembly, The Square, Ballaghaderreen, Co. Roscommon.
- Bus Eireann, Broadstone, Dublin 7.
- CLUID Housing Association, 37 Killarney Street, Dublin 1.
- Department of Arts, Sport & Tourism, Kildare Street, Dublin 2.
- Department of Communications, Energy & Natural Resources, Dublin 2.
- Department of Education & Science, Marlborough Street, Dublin 1.
- Department of Environment, Heritage & Local Government, Custom House, Dublin 1.
- Department of Social Protection, Aras Mhic Dhiarmada, Store Street, Dublin 1.
- Department of Transport, 44 Kildare Street, Dublin 2.
- Eircom, 1 Heuston South Quarter, St. John's Rd, Dublin 8.
- Engineers Ireland, 22 Clyde Road, Dublin 4.
- Enterprise Ireland, East Point Business Park, Dublin 3.
- Environmental Protection Agency, Johnstown Castle Estate, Co. Wexford.
- Failte Ireland, Lakelands, Fair Green House, Green Bridge, Mullingar, Co. Westmeath
- Gardai Siochana, Battery Road, Longford.
- Heritage Council, Church Lane, Kilkenny.
- HSE Dublin Mid–Leinster, Arden Road, Tullamore, Co. Offaly.
- IDA Ireland, Garrycastle, Athlone, Co. Westmeath.
- IMPACT, Local Government Division, Nerney's Court, Dublin 1.
- Inland Fisheries Ireland, Ashbourne Business Park, Dock Road , Limerick.
- Institute of Public Administration, 57-61 Lansdowne Road, Dublin 4.
- Irish Farmers Association, Irish Farm Centre, Bluebell, Dublin 12.
- Irish Human Rights & Equality Commission, Jervis House, Jervis Street, Dublin 1.
- Irish Rail, Heuston Station, Dublin 8.
- Local Community Development Committee, Great Water Street, Longford.
- Local Enterprise Office.
- Longford Chamber of Commerce, Harbour House, Market Square, Longford.
- Longford Community Resources Ltd., Templemichael, Ballinalee Road, Longford.
- Longford/Westmeath Education & Training Board, Mullingar, Co. Westmeath.
- MABS, Fee Court, Church Street, Longford.
- NRA, St. Martin's House, Waterloo Road, Dublin 4.
- SIPTU, Liberty Hall, Dublin 1.
- Teagasc, Town Centre, Longford.
- Waterways Ireland, Somerview House, Carrick-on-Shannon, Co. Leitrim.

Indicative Alphabetical List of Strategies, Plans and Documents that informed the preparation of the Corporate Plan and influence, Longford County Council's activities during its term

National/EU
- Action Programme for Effective Local Government 2012 (DECLG)
- Children First – National Guidance for protection and Welfare of Children (DYCA)
- Code of Conduct Guidelines for Elected Representatives and Employees
- Commission For The Economic Development Of Rural Areas (CEDRA) Report
- Corporate Plans Local Authority Supplementary Guidelines Circular LG 25/2014
- Corporate Plan Preparation 2010-2014 Circular LG 19/2009
- Delivering Value for People – Service Indicators in Local Government (DECLG, 2004)
- Governments Action Plan for Jobs 2012 & Pathways to Work 2013
- Guidelines for the Preparation of Corporate Plans (DECLG, 2004)
- Homelessness Policy Statement 2013-2016 (DoECLG)
- Implementation Plan on the State's Response to Homelessness 2014-2016 (DECLG)
- Keeping Communities Safe – Fire Services Framework 2013 (DECLG)
- National Climate Change Adaptation Framework (DECLG)
- National Disability Strategy Implementation Plan 2013-2015 (Department of Health)
- National Housing Strategy for People with a Disability 2011-2016 (DECLG)
- National Policy Framework for Children 2014-2020 (Department of Children and Youth Affairs).
- National Spatial Strategy 2002 – 2020
- Opportunities For All - A strategy for Public Libraries 2013-2017
- Our Sustainable Future – A Framework for Sustainable Development for Ireland 2012 (DoECLG)
- Rural Development Strategy
- Social Housing Strategy (DECLG)
- Traveller Accommodation Programme 2014-2018 (DECLG)
- Value for Money Reports (DECLG)

Regional
- Border Midland West Regional Operational Programme 2014 -2020
- Eastern/Midlands Regional Assembly Operational Programmes
- Midlands Regional Homeless Strategy
- Public Service Stability Agreement 2013-2016 (Haddington Road Agreement)
- Regional Planning Guidelines & Regional Spatial and Economic Strategies (*Pending*)
- Waste Management Plan for the Midlands Region

Local
- County Longford Arts Development Strategy, 2009-2014
- County Longford Child Care Strategic Plan
- County Longford Local Economic and Community Plan (*Pending*)
- County Longford Tourism Strategy (*Pending*)
- Longford County Council Adopted Budget 2015
- Longford Age Friendly Strategy (*Pending*)
- Longford County Council Disability Implementation Plan, 2008-2015
- Longford County Council Fire Service Operations Plan 2011-2015
- Longford County Council Heritage Plan, 2015–2020 (*Pending*)
- Longford County Council Irish Language Scheme
- Longford County Council Litter Management Plan
- Longford County Council Procurement Plan
- Longford County Council Occupational Health & Safety Management System
- Longford County Development Plan 2015-2021 (*Pending*)
- Longford County Sports Partnership Strategy