

KILKENNY COUNTY COUNCIL
COMHAIRLE CHONTAE CHILL CHAINNIGH



SERVICE DELIVERY PLAN
PLEAN SEACHADADH SEIRBHÍSE

2019



DRAFT

NOTE FROM THE CHIEF EXECUTIVE

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. The purpose of this Plan is to provide a corporate document that highlights the services that will be provided by Kilkenny County Council across all Directorates in 2019 and has been prepared based on the provisions of the adopted budget of Kilkenny County Council for 2019.

County Kilkenny is situated in the South East of Ireland with a population of 99,118 (2016). The County has an area of 2,062 square kilometres (206,200 hectares). The main urban centre is Kilkenny City and Environs. The next largest towns in County Kilkenny are the Ferrybank area, adjacent to Waterford City, and the district towns of Callan, Castlecomer, Graiguenamanagh and Thomastown. Kilkenny is a medieval city with a population of 27,751 (2016) and is known internationally as a centre for craft and design. Kilkenny boasts a strong indigenous industry in sectors such as food and drink as well as the craft sector. Tourism, agriculture food processing, financial services, light engineering and arts and design are the main industries in the county.

The City has developed a strong profile as a services centre and is an administration centre for a number of state and semi-state agencies. Kilkenny has high profile nationally and internationally as a centre for tourism, festivals, heritage and the arts.

Kilkenny County Council's Corporate Plan 2014-2019 provides a vision for how we propose to work in partnership with the people of Kilkenny, our elected members and our staff.

The Corporate Plan takes account of a series of cross-cutting themes permeating the Council. It also reflects a range of cross-departmental issues. As a strategic framework, the Corporate Plan will steer the preparation and implementation of Service Delivery Plans by each service area. The Service Delivery Plans detail how each Directorate Areas will deliver on the objectives contained in the Corporate Plan and identifies the work programmes for each Directorate for 2019.

It is the responsibility of all of us who work on behalf of this Council to seek to promote a strong economy with a quality of life and quality environment, which in turn contributes to making Kilkenny an attractive and enjoyable County for our communities, our tourists and the business sector.

**Colette Byrne,
Chief Executive
Kilkenny County Council**

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INTRODUCTION - RÉAMHRÁ

Mission & Values

The Council's Mission Statement and its Core Values & Principles have been outlined in its Corporate Plan 2014-2019 as follows:

“Kilkenny County Council aims to work in partnership with the people of Kilkenny and relevant agencies to deliver quality services and to promote sustainable economic, social and cultural development for current and future generations.”

The Council supports the democratic process and the mandate of the elected representatives as well as recognising the need for a safe, healthy, and a supportive environment for staff.

The Council subscribes to the following core values and principles:

- Efficient & Good Value Customer Service.
- Service Improvement & Measurement.
- Supporting an Enhanced Local Democratic process & Governance.
- Building Capacity.
- Community Leadership & Citizen Engagement.
- Accessibility, Transparency & Openness.
- Participation and Equality.
- Recognition of Employees.
- Trust & Integrity.
- Responsiveness & Efficiency.
- Accountability & Budgetary Control.
- Maximising the use of Scarce Resources.
- Adopting a Regional Approach and/or multi agency approach, where appropriate.
- Mutual respect and support for Members, Staff and citizens.

The Service Delivery Plan is based on the Core Objectives & Supporting Strategies, as set out in the Corporate Plan. It outlines in detail the key actions in each of the service areas proposed to be undertaken in 2019. It also identifies the performance standards for the services.

In delivering this ambitious programme of work, the Council recognises the need to maximise the use of its resources, the need for improved communication, to focus on customer services, partnership, citizen engagement & social inclusion.

The Service Delivery Plans in this document provides much detail on services/actions to be delivered in 2019, however it is important to set out at the outset the strategic priorities for Kilkenny County Council for the coming year.

1. **Housing:** We will progress the delivery of additional units of accommodation as set out in Rebuilding Ireland
2. **Funding:** Maximise National funding for projects in the City and County.
3. **Strategic Planning:** Adopt Corporate Plan for 2019 to 2024 and a Funding Framework to deliver services and new projects.
4. **National Planning Framework 2040 and National Development Plan 2019 – 2027:**
It is important that Kilkenny position itself to maximise its potential under the National Planning Framework and National Development Plan. To this end we will focus in 2019 on preparing a vision for Kilkenny City and Environs 2040 and we will work with Waterford Council to develop a vision for the greater Waterford City area for 2040, with a view to bidding for capital funding.
5. **Abbey Quarter:** We will progress the delivery of the Abbey Quarter in accordance with the Master Plan adopted by the Council.
6. **Western Environs:** We will deliver roads & services in the Western Environs to facilitate residential development of scale and education facilities- two post primary and one primary school. Construction of infrastructure will commence in early 2019.
7. **Third Level Education:** As work progresses on the delivery of the Technology University for the South East (TUSE) it is important that Kilkenny positions itself to achieve the objective of having a campus of the Technology University for the South East in Kilkenny City.
8. **Belview Economic Zone:** We will work with key strategic partners (Waterford Port, IDA, Irish Water) to ensure we maximise the potential of the Belview Area, particularly in the context of Brexit.
9. **Development of Culture Quarter:** Arts/Culture Heritage is synonymous with Kilkenny. We will progress the upgrading of Evans Home in 2019 as the new home for the Butler Gallery and plans will also be progressed to develop the City Library in the Mayfair Building.
10. **Infrastructure:** We will progress plans and seek funding for strategic infrastructure to support the development of Kilkenny County & City including the Breagh Park, Breagh Valley Infrastructure, the completion of the Northern Ring Road Extension, major upgrade/realignment to the N24, N25, & N77 routes.
11. **Flood Schemes:** In partnership with OPW we will progress the 6 schemes identified in the CFRAMS Studies.

DIRECTORATE OF
CORPORATE
&
INFRASTRUCTURE

CORPARÁIDEACH & BONNEAGAR

CORPORATE/HUMAN RESOURCES – CORPARÁIDEACH/ACMHAINNI DUINE

Core Objectives

The Core Objectives are to support the mandate of the elected representatives, to develop and manage the capabilities of staff so as to deliver organisational objectives, and quality services to the citizen.

Supporting Strategies

The Supporting Strategies provide that the Council will ensure that a clear recognition and understanding of the policy and representational roles of the elected representatives permeates the Council, that democratic structures of the Council are facilitated and supported, the further development of shared services, a flexible approach to the deployment of staff, the development of the human resource capacity, strategies that provide for the enhancement of employee efficiency & performance, on the development of staff through the implementation of the Council's performance management, appraisal & development system and competency framework and that the appropriate structures and systems are in place as resources permit to deliver timely and quality services to the people of the County across the full range of services.

Key Actions for 2019 are as follows:

CORPORATE

- Provide ongoing advice & guidance by the Chief Executive and staff to elected members in relation to the strategic direction of the Council, in the exercise of its reserved functions, in support of the policy making role of the elected members and in the delivery of day to day services.
- Organise and provide support/advise to all statutory Meetings of the Council including Strategic Policy Committees, Municipal Districts, Joint Policing Committee and other meetings of the Council/Committees as required.
- Provide the Chief Executive's report to members on a monthly basis on information and reports on key Council activities.
- Provide ongoing administrative support to the Cathaoirleach and Mayor in his/her role.
- Ensure preparation & adoption of a Schedule of Municipal Works by each Municipal District by the 31st March 2019.
- Prepare, organise and ensure the Local Election process and Count is carried out efficiently and in accordance with relevant legislation.
- Provide administrative support to the Elected Members with regards to Members training & development.
- Provide induction training and support for newly Elected Members in June/July 2019.
- Organise civic events as required by the Council.
- Prepare and adopt the Service Delivery Plan for 2019 by March 2019.
- Prepare and adopt the Annual Report for 2018 by April 2019.
- Prepare and adopt Corporate Plan for 2019 - 2024 by September 2019.
- Ensure publication of the Register of Electors in February 2019, the ongoing maintenance of the Register and publication of the new Draft Register in November 2019.
- Upgrade the Customer Service Desk in County Hall and commence development of an IT based Customer Service Management System.
- Develop a Communications Strategy in consultation with IS Department and provide training for a designated Communications Sub-Group.

- Prepare and adopt Standing Orders by September 2019.
- Prepare and adopt Strategic Policy Scheme by September 2019.
- Develop Protection & Safeguarding of Children Policy and provide staff awareness training.
- Co-ordinate the submission of data to LGMA to facilitate publication of 2018 Performance Indicators.
- Support staff with compliance of Data Protection Legislation. Complete the implementation of Data Breach Policy and other relevant policies. Continue with staff awareness training.
- Ensure responses to FOI Requests and Data Requests are responded to within a timely manner. Identify Decision Makers and provide relevant training.
- Complete adoption of an Irish Language Plan and encourage the use of Irish throughout the organisation.
- Identify & manage Corporate Risk, document the risks & management of those risks in the Corporate Risk Register.
- Ensure that the Council's Risk Register is reviewed by February 2019 and updated as required.

HUMAN RESOURCES

- Redefine and further develop the induction training course for new staff.
- Recruit staff in a timely manner in keeping with the approved workforce plan and available budgets.
- Implement the Council's Staff Performance Management & Development System
- Assess training requirements of staff and implement a Training & Development Programme.
- Implement the Council's Attendance Management Policies.
- Ongoing Implementation of Shared Payroll and Superannuation Service (My Pay).
- Ensure Health and Safety programmes and inspections as set by the Safety Management Committee are implemented
- Implement a Training & Development Programme for Health and Safety requirements.
- Implementation of upgrade of Core HR system
- Continue to utilise best practice and the appropriate industrial relations mechanisms, including third parties to resolve workplace issues.
- Appoint a Ethics Registrar and implement the Ethics Framework with effect from 1st January 2018.
- Implementation of three objectives set out in the Local Authority People Strategy:-
 - *Develop a structured framework to support appropriate succession planning*
 - *Build line management capacity and competence to manage employees effectively*
 - *Create a healthy working environment by promoting early engagement and good communications*

Performance Standards

In addition to any targets set out above the Council's performance will be assessed against the following National Local Government Sector Performance Indicators and Local Indicators.

Corporate (C1 to C2)

C1: Total Number of WTEs (No of Staff measured as Whole-time Equivalents)

C2: Working Days lost to Sickness

TRANSPORTATION & FLOOD PREVENTION

IOMPAR & COSC AR THUILTE

Core Objective

The Core objective is to plan for and facilitate the transportation needs and road safety of the people residing in and travelling through County Kilkenny by developing and improving infrastructure including the formulation of public transport policy for the City & County.

Supporting Strategies

The Supporting Strategies include for engaging with Transport Infrastructure Ireland & the Department of Transport, Tourism and Sport in the planning and execution of the identified transportation objectives for County Kilkenny, improving the standards of the County's national and non-national road network, developing policies aimed at meeting various transportation needs, promoting community involvement in road repairs, and implementing the County Kilkenny Road Safety Plan covering the period 2015-2020.

The Supporting Strategies also include the promotion of a shift to environmentally sustainable modes of transport through the improvement and development of pedestrian, cycling and public transport infrastructure and services, making adaptations for climate change and increased rainfall in the planning and maintenance of the county's road network, encouraging resource sharing and pooling of utilities amongst private sector transport operators, considering national and international carbon reduction commitments in the design of new road infrastructure and in the provision and operation of public lighting services and maintaining and improving the public road related bridge stock of County Kilkenny.

Key actions for 2019 are as follows:

- Undertaking of Health & Safety (work practices) Schedule of Inspections.
- Roll out actions under County Kilkenny Road Safety Plan 2015-2020 and schedule Road Safety Together Committee/Traffic Safety meetings.
- Commence Construction in Q1 of LIHAF project in the Western Environs and Ferrybank
- Commence construction in Q1 on the N25 Graiguenakill to Gaulstown and Luffany to the Rhu Glen Pavement Improvement Scheme.
- Commence construction in Q2/3 on the N76 a number of sections between Brownstown and Callan under the Pavement Improvement Scheme.
- Undertake Restoration Improvement/Restoration Maintenance/Discretionary works.
- Undertake Maintenance and Drainage Programmes as provided in the 2019 Roadwork's Scheme.
- Undertake identified Low Cost Safety Schemes.
- Implement the Community Involvement in Road Works Scheme.
- Implement the Local Improvement in Road Works Scheme.
- Deliver the Winter Maintenance Plan.
- Progress the N24 Carrick Road Realignment Project - Preferred route selection in Q1\Q2.
- Progress the N25 Waterford to Glenmore major scheme- Appoint consultants and work through preliminary phases of project.
- Progress the N24 Waterford to Cahir major scheme- Appoint consultants and work through preliminary phases of project.
- Progress the N24 Tower Road Safety Improvement scheme through Planning in Q2.
- Complete works prescribed under the Bridge Rehabilitation Programme for Non-national roads.
- Progress the N77 Ballyragget to Ballynaslee Improvement Scheme to planning stage.
- Progress the N78 Castlecomer Pedestrian Bridge to Planning stage.
- Complete conveyance for M8/M9 Motorway Schemes.

- Undertake Visual Road Condition Survey via MapRoad PMS.
- Undertake Mechanical Road Condition Survey of a selected percentage of the Regional and Local Road Network, including before and after surveys of works completed under the Road Restoration Improvement Programme.
- Continue to up-date Road Schedule for County.
- Maintain and improve approximately 11,000 public lights within the City and County.
- Continue with LED retrofit programme in 2019 and progress to retrofit all remaining public lights under the National Public lighting Project.
- Undertake a review of the Northern Ring Road Extension (N77 Castlecomer Rd to R693 Freshford Road) ruling and review and update the current documents having regard to the EU Ruling to progress to a new planning application.
- N29 Belview Port, advance agreed TII/KCC strategy to service zoned lands adjoining the N29 National Primary Road, progress dependant on development contribution or alternative funding.
- Manage the Rehabilitation Works Contract for the drainage culvert under Lady's Well Street, Pipe Street and Market Street in Thomastown Design. Works to start Q1.
- Breagagh Park and Breagagh Valley Infrastructure - Engage consultants to carry out an environmental assessment of the schemes to feed into a brief document to procure consultants for the planning and design.
- Continue to engage with Kilkenny leader Partnership on a rural transport scheme
- Upgrade Ormonde Street & Vicar street, Kilkenny City.
- Complete Medieval Mile pavement improvement from Courthouse to St Canice's place, Kilkenny City.
- Install bus shelters /stops for City bus service.
- Install demarcations to identify 30KPH areas in the City
- Seek to adopt and implement Mobility Management Plan, HGV Plan and Parking Strategy for the City & Environs.
- Engage in a feasibility study for a Bike scheme within the City.
- Respond to emergencies as they arise in accordance with the Severe Weather Plan, Flood Response Plan and Major Emergency Plan.

Flood Prevention

- In partnership with OPW, progress the Flood Risk Management Plans - Appoint 2 no full time staff in Q1 to manage and progress the 6 no schemes identified in Kilkenny by the OPW under the CFRAMS report. The following schemes are identified - Ballyhale, Freshford, Inistioge, Graignamanagh, Thomastown and Piltown.

Performance Standards

In addition to any targets set out above the Council's performance will be assessed against the following National Local Authority Sector Performance Indicators

Roads (R1-R2) as follows:

- R1: Pavement Surface Condition Index (PSCI) Ratings**
- R2: Road Grant Works**

Core Objective

The Councils Core Objective for Water Services is the provision of high quality water & waste water services to urban & rural parts of County Kilkenny through the implementation of the provisions of the Service Level Agreement, agreed between Kilkenny County Council & Irish Water and by working with the Group Scheme sector in accordance with the health & safety requirements of Kilkenny County Council.

Supporting Strategies

Public Supplies

The key supporting strategy in respect of the public water & wastewater supplies is the Service Level Agreement between the Kilkenny County Council and Irish Water and to provide the following services:

- Water treatment (including source protection) – 20 no. schemes.
- Water network and related operations (including water conservation) – County mains network of 1,050km approx.
- Delivery of water to customer connections and collection of wastewater from customer sewers in accordance with Irish Water’s protocols and connections policy.
- Waste water treatment and related operations (including sludge management) – 32 no. schemes.
- Waste water network operations including combined sewers which discharge into the collection network.
- Sampling and testing in accordance with Irish Water’s protocol.
- Regular reporting on activities.
- Project management and support of the water services capital programme.
- Promotion and development of new capital schemes for the County in conjunction with Irish Water.
- Management, technical and administration support in relation to the above.

Rural Water Programme

The key Supporting Strategy in respect of private & group supplies is the Rural Water Programme remains the responsibility of Kilkenny County Council. The Council will oversee the public and private group scheme sector and the budget covering the administration of the 2019 Programme when announced. The Council will receive and process applications for subsidies from Group Schemes and will also process grant applications for private wells.

The Rural Water Monitoring Committee holds quarterly meetings which consist of elected representatives, water services staff and members from the NFGWS, IFA, and the ICMSA.

Key Actions for 2019 are as follows:

Annual Service Plan with Irish Water

- Implement the Annual Service Plan, as agreed with Irish Water.
- Engage with Irish Water to ensure resolutions to water shortages on specific schemes
- Engage with Irish Water in relation to capital projects necessary to ensure adequate water services to meet the growing demands of the County.

- Meet a number of key performance indicators (these are joint KPI's between IW and KCC) as set out in the Annual Service Plan under the following categories:
 - ✓ Customer, e.g. response times to customers, customer complaints handling.
 - ✓ Compliance with Water and Waste Water Regulations, water leakage management, Capital Investment Plan.
 - ✓ Financial, e.g. budget compliance/financial targets.
 - ✓ Health & Safety, Irish Water Reporting Requirements, Transformation Initiatives.

Rural Water Programme

- Allocate grants and subsidies in accordance with Schemes as soon as allocations are known.
- Monitor water quality in the Group Water Schemes.
- Provide reports to the committee on the following: Upgrades to Group Schemes, Well Grants & Subsidies, and Incident Management & Water Quality.

Public Conveniences

Continue to maintain public conveniences at Kilkenny City, Thomastown, Johnstown, Callan and Inistioge.

Performance Standards

In addition to any targets set out above the Council's performance will be assessed against the following National Local Authority Sector Performance Indicators

Water (W1) as follows:

W1: % Drinking Water in private schemes in compliance with statutory requirements

HEALTH & SAFETY - SLÁINTE & SÁBHÁILTEACHT

Core Objective

The Core Objective is to manage health and safety so as to prevent injuries and occupational illnesses of employees and those affected by any Council work activities.

Supporting Strategies

The Supporting Strategies include ensuring that the Council complies with all safety legislation and other related statutory requirements, by implementing a comprehensive Health & Safety Management System.

Key Actions for 2019 are as follows:

- Ensure Health and Safety programmes and inspections as set out by the Safety Management Committee are implemented
- Implement a Training & Development Programme for Health and Safety requirements and staff well being.
- Monitor safety inspection programme for service areas.
- Report and investigate all incidents reported.
- Develop a culture of safety first throughout all services.
- Organise promotional activities and issue regular newsletters.
- Ensure Safety Statements are reviewed and approved as required.
- Continue with work station analysis programme.
- Review, update and implement Policies & Procedures in the following areas:
 - Personal Protective Equipment.
 - Emergency Callouts.
 - Driving.
 - Violence & Aggression.

Performance Standards

Performance under Health & Safety will be assessed against the standards as set out above.

RISK MANAGEMENT - BAINISTÍOCHT RIOSCA

Core Objective

The Core Objective is to support the organisation in delivering its objectives through minimising associated identified risks and providing guidance and assurance accordingly with a risk adverse appetite.

Supporting Strategies

The Supporting Strategies provide for the operation of an independent appraisal function for the review of the internal controls as a contribution to the proper economic, effective, and efficient use of resources, to operate a risk assessment process for the ongoing identification of internal and external threats to the organisation, to operate a controlled response system to manage these threats and ensure that value for money is achieved.

Key Actions for 2019 are as follows:

- Prepare and complete the Internal Audit Plan 2019.
- Assist & facilitate the Local Government Auditor.
- Coordinate Internal Audit Plan with Local Government Auditor.
- Update Local Government Auditor on completed audit reports and periodic checks that have taken place.
- Address appropriately any issues raised in the Local Government Audit.
- Maintain and update Audit Recommendations Tracker.
- Facilitate four meetings of the Audit Committee in 2019.
- Carry out an in depth examination of sample of Capital and Revenue Projects for the Quality Assurance Report of the Public Spending Code.
- Implement the recommendations of Value for Money Reports/Studies undertaken in the Local Government Sector.
- Implement the recommendations of NOAC reports undertaken in the Local Government Sector.

Performance Standards

Performance under Risk Management will be assessed against the indicators as set out above.

**DIRECTORATE OF
HOUSING, SOCIAL,
COMMUNITY & CULTURAL
SERVICES**

*SEIRBHÍ Sí TITHÍOCHTA,
SÓISIALTA, POBAIL & CULTÚRTHA*

Core Objective

The Core Objective for Housing is to ensure that all our citizens enjoy an adequate standard of housing accommodation appropriate to their needs, and as far as possible in a location and tenure of their choice and to provide a responsive and supportive housing service for those in need of assistance. While the key actions included in this service plan relate to the provision of social housing services every effort will be made to support the provision of private housing in Kilkenny also to address the overall need for housing.

Supporting Strategies:

The Supporting Strategies provide for maximising the availability of accommodation to meet different categories of need, implementing a planned programme of maintenance and refurbishment of our existing housing stock, subject to available resources, fostering estate management and tenant participation, providing loans and incentives for people housing themselves, providing for marginalised groups such as persons with disabilities, travellers and homeless within agreed Housing Accommodation Programmes and increasing the availability of accommodation in association with the Private and Voluntary Sector.

Key Actions for 2019 are as follows:

Housing Capital Programme

- Deliver Target as set out by the Department under Rebuilding Ireland Programme for 2019.
- Progress construction projects / turnkey proposals / engagement with AHB's to achieve delivery targets set out for period 2019 to 2021 under Rebuilding Ireland
- Continue programme to acquire single units to include the 'Buy and Renew' scheme and turnkey schemes including rural areas where no planned capital programme in place.
- Develop master plan for the Butts Area in Kilkenny City
- Identify Sites for private development and for sale in keeping with the policy on the Disposal of Council Owned Private Sites.
- CAS: Advance approved pipeline Schemes to completion and promote the current new CAS scheme targeting homelessness, disability and the elderly.
- Affordable Housing: Prepare for adoption or an Affordable Housing Scheme and prepare and implement an Incremental Purchase Scheme.
- Identify vacant units suitable for housing and actively support their re-use. Implement in house recommendations contained in the Vacant Homes Strategy.

Traveller Accommodation

- Prepare the Traveller Accommodation Plan 2019 - 2024 for adoption by September 2019.
- Provisions in the New Traveller Accommodation Plan to be reflected in the current County & City Development Plan.
- Review accommodation needs in St Mary's GHS including the unauthorised units to the rear of houses by improved reconfiguration of the Site.
- Assess the need to relocate temporary stables at Wetlands to alternative location.
- Identify suitable houses for acquisition or construction to meet identified need for families in the Rosbercon area.
- Progress suitable accommodation to include acquisitions to meet the accommodation needs of traveller families in the Ferrybank Area.

Disability Strategy

- Mental Health Transfer Project - De-congregation of local sites out to the community.
- De-congregation of St Patricks Centre: Identify alternative accommodation in association with Approved Housing Bodies (3) and current Service Provider.
- Advance delivery of annual targets set out in the Strategy in a joint agency approach.
- Carryout adaptation works to LA Houses to meet emerging priority disability needs.

Housing Assistance Payment [HAP]

- Meet Department targets for Kilkenny for the continued roll out of Housing Assistance Payment Scheme (HAP) i.e. 2 p.w.
- Prioritise the transfer of Rent Supplement Clients to the HAP Scheme.

Rental Accommodation Scheme [RAS]

- Maintain the current level of RAS Stock (536) units and seek to replace units that leave the scheme or alternatively seek landlords to transfer to a leasing option.

Leasing Initiative

- Implement and promote uptake of the Leasing Schemes including the MTR scheme.
- Promote greater uptake of the revised Repair and Leasing Scheme to target vacant private single houses back into productive use as leased units.
- Review need for Protocol for Housing Provision involving Approved Housing Bodies.

Housing Maintenance

- Commence work on the Stock Condition Survey subject to Department funding and update data on iHouse system.
- Tender for plumbing, electrical and gas services.
- Review and update policy on housing maintenance to LA stock including a planned maintenance programme.
- Identify IT solution to replace manual admin system and introduce handheld technology for foremen.
- Retrofitting Programme - Target the remaining units to receive Measure 1 Works and commence Measure 2 works subject to Department funding.

Private Inspections

- Carry out inspections as identified in the Strategic Work Plan 2019.
- Identify IT solution to replace manual admin system and introduce handheld technology to record onsite inspections.

Homeless

- Review and adopt new Regional Homeless Strategy.
- Source appropriate social housing supports for homeless families living in emergency accommodation to avoid long term dependency on B&B/hotel accommodation and specifically target alternative accommodation for families with children.
- Service Level Agreements to be implemented for Greensbridge and Good Shepherd Centre.
- Identify additional units for the Housing First Initiative.

Housing Allocations & Assessments

- Review the Reletting Procedure for Casual Vacancies.
- Carry out Statutory Housing Needs Assessment 2019.
- Update iHouse software system and provide Training.
- Examine the provision of Choice Based Letting System (CBL) as a means to allocate housing units.
- Review policy on Tenancy Agreements e.g. Deposits/Charges.

Housing Rents

- Harmonise rents schemes to address current anomalies.
- Review operation of the Rent Scheme.

Housing Loans

- Appeals mechanism to be drawn up.

- Develop online promotional campaign to highlight availability of new Housing Loan under Rebuilding Ireland.
- Central Credit Register [CCR] - Compile and complete CCR in line with National guidelines.
- Robust Procedure Manual to be drawn up in regard to all loans.

Private Grants

- Assess all HOP applications received prioritising those in greatest need having regard to limited funding.
- Process all Emergency and Priority 1 applications for funding under HGD/MAG.
- Review of Occupational Therapist Panel system.

Estate Management

- Deliver the 2019 Tidy Estate/Estate Management/Community Awards Programme.
- Further develop and publish the Interactive on line community information newsletter and develop the Housing Website online communication.
- Pride of Place - submit 4 applications from around the County to the national competition.
- Research number of houses under occupied and focus on elderly persons who may opt to transfer to purpose built smaller units to meet their current and future needs.

Health & Safety

- Review of John's Green Safety Statement.
- Develop new safety statement for Technical Staff.
- Review safety statements for all facilities and work tasks.
- Carry out comprehensive inspection programs on works.
- Provide Training for staff.

LG Auditor Report

- Review and update Operational Procedures Manual.

Approved Housing Bodies

- Consultation with AHB to ensure adherence with the Voluntary Code Regulator [VCR] e.g. Rent Schemes, Registration, allocations.

Vacant Units

- Implement targets as set out in Vacant Homes Target Report as submitted to the Department.
- Improve timelines for returning vacant units for use.

Performance Standards

In addition to any targets set out above the Council's performance will be assessed against the following National Local Authority Sector Performance Indicators.

Housing (H1-H6) as follows:

- H1: Social Housing Stock**
- H2: Housing Vacancies**
- H3: Average Re-letting Time and Direct Cost**
- H4: Housing Maintenance Direct Cost**
- H5: Private Rented Sector Inspections**
- H6: Long-term Homeless Adults**

Core Objectives

The Core Objectives are through the Local Community Development Committee to work towards the development, co-ordination, implementation of a coherent and integrated approach to local and community development, to put in place mechanisms by which citizens and communities will be encouraged and supported to participate in the decision making process of the Local Authority and ensure that the hard to reach socially excluded groups are supported to engage in this process and to promote and foster civic leadership and participation across the community , culture, arts, heritage and recreation sectors

Supporting Strategies

The Supporting Strategies provide advice and information on the Local Community Development Committee (LCDC) and its role in the County in relation coordination, management of and improvement of the coordination of public funded local and community development programmes. The Supporting Strategies also provide advice in the implementation, monitoring and review of the community element of the 6 year Kilkenny Local Economic and Community Plan (LECP), assisting in the development of a strong socially inclusive Public Participation Network in Kilkenny.

Key Actions for 2019 are as follows:

- Support the LCDC, its Sub Groups and the Kilkenny Local Economic and Community Plan (LECP) Advisory Committee with regards to oversight and monitoring of the implementation of annual action plans as part of the community element of the Kilkenny Local Economic and Community Plan (LECP) 2016-2021.
- Host an LECP workshop to review and prioritise key actions for the next 2020 -2021 implementation period.
- Manage the contract for the provision of Social Inclusion and Community Activation (SICAP).
- Implement actions from the Kilkenny Local Economic and Community Plan (LECP) including:
 - a needs analysis of Lone Parents.
 - a socio Economic Plan for Callan.
 - apply nationally under the National Family Resource Centre Programme for expansion of centres in priority areas with high deprivation indicators.
 - work collaboratively with Kilkenny LEADER Partnership in preparing a socio-economic plan for Urlingford/Johnstown.
 - provide non financial support, as appropriate, in the implementation of socio-economic plans in Castlecomer, Graiguenmanagh and Ferrybank.
- Implement Community Development funding programmes including SICAP, CLÁR, Community Enhancement Programme, National Community Weekend, Community Events Grant scheme, annual direct funding contributions and small scale financial support for social inclusion events.
- Support the implementation of the Kilkenny LCDC Healthy Ireland through the 2018/19 Healthy Ireland funding stream.
- Provide ongoing support to the Public Participation Network including the employment of a PPN Development worker and support worker, the provision of office accommodation and the provision of information, guidance and advice.
- Support Traveller engagement and participation in local structures.
- Complete the ongoing Funding Data Gathering and Mapping Exercise.
- Continue to co-ordinate the Refugee Re-Settlement Programme.
- Review in partnership with Kilkenny LEADER Partnership and the Public Participation Network the Kilkenny Integration Plan.
- Support International Women's Day.

- Facilitate the local community in the completion of the Callan Town Renewal Plan and present it to Council and other Agencies.
- Facilitate the local community in the preparation of the Inistioge Village Renewal Plan and present it to Council and other Agencies.
- Engage with and facilitate community groups to form Village Teams on foot of the recently completed Health Checks and facilitate the preparation of local Village Renewal Plans.
- Undertake a review of the Health Check process.
- Deliver the successful projects to date under the Rural Regeneration and Development Fund-namely The Fair Green, Callan and The Motte Fields, Callan.
- Deliver within the agreed time spans other approved projects under the Rural Regeneration and Development Fund.
- Prepare new applications for Rural Regeneration and Development Fund and implement any successful projects on approval.
- Arrange for the delivery of the approved Projects under the 2017 and 2018 Town and Village Renewal Scheme.
- Prepare applications for 2019 Town and Village Renewal Scheme and implement any successful projects on approval.
- Implement a Countywide Paint Scheme for commercial premises.
- Expand the Community Development role in rural areas through the Municipal District Offices where resources permit, by assisting resident's associations, men's sheds, and other community groups with capacity building, support and assistance in identifying projects and programmes, identifying potential funding streams and partners and accessing these funding streams and partners.
- Implement the Council's Community Cultural Facilities Capital Grant Scheme 2019.
- Support the Community CCTV Scheme.
- Produce an updated Community Grants information booklet.
- Continue to provide an on-line one stop shop on community grants and information.
- Assist communities to develop funding applications and projects.
- Support the preparation and implementation of the Kilkenny County Council Cultural Strategy- Arts, Heritage and Libraries 2018-2022.
- Support Kilkenny Recreation and Sports Partnership (KRSP).
- Support SPC 3 as required.

Performance Standards

In addition to any targets set out above the Council's performance will be assessed against the following National Local Government Sector Performance Indicators

Youth/Community (Y2) as follows:

Y2: Groups associated with the Public Participation Network (PPN)

OLDER PEOPLE & KILKENNY AGE FRIENDLY COUNTY

DAOINE SCOTHAOSTA & CONTAE LE HAOIS AOIS CHILL CHAINNIGH

Core Objective

That Kilkenny will be a great place to grow old in, to be enjoyed and appreciated by everyone, and be a County that enables its people to age with security, dignity and the capacity to participate as citizens to their fullest potential.

Supporting Strategies

The Supporting Strategies provide for the improvement of the health and quality of life of older people in the County, an increase in the participation of older people in the social, economic and cultural life of the community and building upon existing services and supports for older people.

Key Actions for 2019 are as follows:

- Kilkenny County Council will support the Age Friendly Alliance to implement the Kilkenny Age Friendly Strategy and its key actions through participation and engagement at alliance level in the following areas:
 - Outdoor spaces and public buildings
 - Transportation
 - Housing
 - Respect and Social Inclusion
 - Social participation
 - Communication and information
 - Civic participation and employment
 - Community support and health services
- Prepare an Annual Report for 2018.
- Prepare a work programme for 2019.
- Establish a County Council Interdepartmental Age Friendly Working Group.
- Facilitate the ongoing Agency Reporting to the Alliance.
- Provide ongoing support to the Kilkenny Seniors Council.
- Provide ongoing support to the Carlow Kilkenny Services Providers Forum.
- Enable Thomastown to become an Age Friendly Town finalise and implement Age Friendly Plan for Thomastown.
- Facilitate the establishment and implement the Age Friendly Business Recognition Scheme for Kilkenny City, Thomastown and rest of County.
- Enable St Luke's Hospital to gain Age Friendly Recognition.
- Progress at least one Council Library to be an Age Friendly Library.
- Seek further opportunities to include Age Friendly concepts in planning, design and in the provision of Council services.

Performance Standards Performance in respect of Older Peoples Services will be assessed against the standards as set out above.

CHILDREN & YOUNG PEOPLE LEANAÍ & DAOINE ÓGA

Core Objective

In line with the National Children's Strategy 2000 and the National Policy Framework for Children and Young People 2014-2020, to make Kilkenny a great place in which to grow up, where the rights of all children and young people are respected, protected and fulfilled, where their voices are heard and where they are supported to realise their maximum potential.

Supporting Strategies

The Supporting Strategies provide for working as part of an interagency team to build a strong Children and Young Persons Services Committee for Kilkenny, to engage in joint planning of services for children and young people and the continued growth of the Kilkenny's Comhairle na nÓg into a strong inclusive collective voice for young people across Kilkenny City and County.

Key Actions for 2019 are as follows:

- Operate a strong and active Comhairle na nÓg structure in Kilkenny, with an emphasis on inclusion of schools who have not participated previously and young people from lesser heard communities.
- Develop one topic of concern to young people in Kilkenny and implement appropriate actions as appropriate.
- Facilitate and support the operation of the DRUM youth café at MacDonagh junction for 12- 18 year olds.
- Children and Young Persons Services Committee (CYPSC) Support the interagency committee to develop a new Strategic Plan and implement the Actions arising to improve service delivery for children and young people based on 5 outcomes:
 - active and healthy psychical and mental wellbeing,
 - achieving full potential in all areas of learning and development,
 - safe and protected from harm,
 - economic security and opportunity, and
 - connected, respected and contributing to their world.
- Support the CYPSC funding streams, seed fund projects and Healthy Ireland funding.
- Young Social Innovators – provide support to the running of the popular civic engagement programme in the County and the social innovations young people are pursuing.
- National Play Day, National Recreation Week and Bike Week – Facilitate the provision of events for children and young people in Kilkenny.

Performance Standards

In addition to any targets set out above the Council's performance will be assessed against the following National Local Government Sector Performance Indicators.

Youth/Community (Y1) as follows:

Y1: Participation in Comhairle na nOg Scheme

Core Objective

The Core objective for the Library Service is to continue to be a key resource in local communities, delivering a broad range of services to meet a diversity of needs in information, learning, literacy, employment skills, business and leisure.

Supporting Strategies

The Supporting Strategies provide for the capital development of library infrastructure subject to available resources, building partnerships and networks across the community, to serve the widest possible audience, delivering enhanced services and efficiencies through cooperation and resource sharing with other library authorities and organisations, continuing to use IT as a tool to improve and enhance library services including communications, accessibility & information sharing, utilising and embracing new technologies where feasible and appropriate, strategically positioning services and library collections to reflect community and individual needs, expanding the service on offer where feasible, providing a structured annual cultural programme incorporating events across the library network, developing a marketing strategy and being part of a national promotional strategy for libraries.

Key Actions for 2019 are as follows:

INFRASTRUCTURE AND SERVICE DELIVERY

- Progress and develop the Kilkenny City Library capital project at the Mayfair, Abbey Quarter and the Thomastown capital project.
- Review and implement a rolling annual programme of works to maintain and future proof infrastructure and vehicles.
- Continue to progress and assess feasibility of energy savings measured and investigate potential grant aid in conjunction with Kilkenny County Council's Energy Officer.
- Ensure compliance with Health and Safety and Disability legislation, roll out adopted library safety statement and increase staff awareness of same.
- Commence the application for the replacement of the existing mobile library vehicle.

WORKFORCE DEVELOPMENT

- Develop a training schedule based on needs and customer expectations regarding service delivery and requirements under Kilkenny County Council's Cultural Strategy. Liaise with HR Training Officer to source and provide relevant training.
- Develop and implement in-house and online training where possible.
- Agree the work force plan and implement aligning to local and national priorities.

SERVICE DEVELOPMENT

- Maximise opportunities to market and promote library and cultural services to the wider community via local media, online and social media and increase membership figures as per National Strategy Objective.
- Continue to implement GDPR and Child Protection legislation/policies and implement across the library network.
- Continue to participate in National Library initiatives – Right To Read, Work Matters and Healthy Ireland at your Library.
- Ensure the library's collections reflect community and individual needs to ensure alignment of collections and budgets with local catchment areas.
- Ensure funding levels are increased in line with recommended capita stock fund target of €4:00 using an incremental approach to increasing funds year on year.
- Implement My Open Library as a pilot project in Castlecomer Library and monitor and evaluate usage and service.

COLLABORATION & PARTNERSHIP

- To support Kilkenny Age Friendly County Strategy 2017-2022, implement and deliver on actions.

- Liaise with relevant organisations both locally and nationally to develop sustainable partnerships and promote the library as an accessible, cultural, community and educational space.
- Increase engagement with citizens using LCDC and PPN structures and progress objectives in the LECF plan.
- Increase engagement with children by developing a community childcare service on the mobile library. Monitor and Evaluate usage of same.
- Continue to work in close liaison with the Arts and Heritage Departments fulfilling the aims and objectives of Kilkenny County Council's Cultural Strategy 2018-2022 and the Creative Ireland programme.

ICT & DIGITAL DEVELOPMENT

- Monitor and evaluate the revamped library website and functionality to improve traffic and encourage access to our virtual library.
- Develop the library spaces as digital learning centres and digital enablers. Introduce new technology and services to the public e.g. 3D printing, podcasting and graphic design.
- Continue to upgrade and invest in ICT infrastructure across the branch network. This includes wifi upgrades, firewalls, roll out of new PC's and a suite of tablets and software.
- Implement further facilities as part of Sierra - the national Library Management system.
- Continue to implement and promote the suite of 24/7 national online services to the public using a range of publicity channels e.g. road shows, pop up events.
- Increase our usage of social media platforms to promote library services and increase traffic. Expand use of infographics and other tools to reflect service delivery.
- Investigate other interactive online platform opportunities for promotion.
- Provide local studies digital content for Borrow Box e-audio and eBooks service.

LOCAL STUDIES SERVICE

- Continue to provide access to the collection of archives and back stock in existing formats in the store and fulfil requests as part of the interlibrary loan system nationally.
- Expand collections on the Kilkenny Digital Archive. Focus on cultural collections and continue to publicise via multiple platforms.
- Engage with DR Ireland to showcase our collections both nationally and internationally.
- Develop an active outreach programme to schools both primary and secondary, adult and further education groups and local history societies.
- Continue to invest and preserve the collective history and heritage of County Kilkenny via the Local Studies Department and increase usage of this service.
- Use social media and local media to promote the collection and services to increase usage and awareness of service.
- Continue to provide a referral and advisory service to family history queries and facilitate workshops when resources allow.
- Continue the retrospective cataloguing of old Irish themed non-fiction historical material.

Enable Best Practice Delivery of the Library Service

- Explore and identify funding, sponsorship and partnership opportunities that will assist the delivery of sustainable programmes and services.
- Develop effective evidence based reporting to review statistical data for reporting bodies.
- Identify and develop local indicators to ensure the range and depth of usage is monitored and reflected.
- Compare and monitor usage of all library services and keep abreast of other models of library measurement from a best practice point of view.
- Report to SPC 3, Municipal Districts and Council meetings as required.

Performance Standards

In addition to any targets set out above the Council's performance will be assessed against the following National Local Government Sector Performance Indicators:

Library/Recreation Services (L1 & L2) as follows:

L1: Library Visits & Issues

L2: Cost per capita of operating a Library Service

Core Objective

The core objective is to develop, co-ordinate, motivate, inspire and strengthen artistic activity throughout the City and County.

Supporting Strategies

The supporting strategies provide for development and implementation of an arts policy, to develop, co-ordinate, motivate, inspire and empower artistic activity throughout the City and County, to co-ordinate key cultural events, and to provide funding to festivals and infrastructure.

Key Actions for 2019 are as follows:

- Complete the refurbishment of Evans Home as the new Butler Gallery

Key Programmes

- Arts Council-Arts Council Funding.
- The Creative Ireland programme - Progress the Kilkenny County Council's Culture and Creativity Strategy 2018-2022 as part of the national Creative Ireland Programme and implement cultural programmes as part of the Culture and Creativity Action Plan for 2019.
- Develop the Kilkenny Music Generation programme.

Literature Programme

Promoting public access, participation and engagement including:

- **Poetry Broadsheet:** key annual poetry publication, including the development of our partnership with Kilkenny Arts Festival
- **Rhyme Rag** online poetry journal for young people to get their poetry professionally critiqued, published and professionally illustrated.
- **Rhyme Rag Ensemble** maintain and develop the Rhyme Rag young ensemble / partnership with Ossory Youth
- **REVERSE** poetry workshops and school residencies for young people
- Courses, workshops and CPD opportunities facilitating beginner and emerging writers

Community /Education / Lifelong Learning

- Continue to research and design high quality community and education programmes to suit diverse sectors of the community.
- **Culture night** - Annual collaborative event celebrating the Arts in all its guises.
- **Siamsa** – devise and deliver term time workshops for children
- **Open Circle Community Arts Collective:** Develop quality arts engagement for women in Kilkenny and support the next phase of the development of this programme
- **BOOKVILLE Festival:** Book and literature based festival for families and children. Partnership with the Library Service
- Ongoing **support and advice** to practitioners and communities

ArtLinks: Professional development opportunities for emerging and professional artists in all disciplines. Partnership with Carlow, Wexford, Waterford Local Authorities.

- Continue to develop partnership with ArtLinks partners.
- Continue to provide its bespoke developmental supports and services which include the:
 - ArtLinks Bursary Programme for professional and emerging artists and artistic collaborations.
 - ArtLinks consultations with practitioners across the ArtLinks region discussing: the Artlinks website / CPD for artists / a networking day.
 - A day long Artlinks seminar/ networking event in the South East in the Autumn of 2019.

Artists Supports & Grants

Administer the following grants and bursaries:

- Arts Act Grants – individuals and communities.
 - CCI Paris visual artist's bursary.
 - Tyrone Guthrie Award.
 - KCAT / Open Circle Scholarship.
 - School subsidies.
- Blackstack Fine Art Print Studio: support the next phase of the development of the studio.
 - Bealtaine commission - Partner with the Bealtaine National Office and the Arts Offices of Wexford and Waterford to commission an artist to work with communities across the three counties and to produce work for exhibit in May 2019.
 - Ongoing support and advice to practitioners across all art forms.

Curator in Residence

- This programme will enable curators to gain direct experience in the field of curating exhibitions for the Arts Office Gallery.
- The resident curator will gain experience and professional development in curating and managing exhibitions, thus developing and enhancing your career.
- They will develop and expand their artistic and creative networks and develop and expand their relationships in the culture sector.

Other

- Report to Strategic Policy Committee 3 (Planning & Development, Heritage, Community, Arts & Culture).
- Continued advice and support to groups and individuals.
- Input to Arts planning and policy initiatives.

Performance Standards

Performance under Arts will be assessed against the indicators as set out above.

Core Objectives

The Core Objectives are the protection and sustainable management of Kilkenny's heritage for the benefit of current and future generations through the collection of data to inform its protection, the promotion of participation in, access to, awareness and enjoyment of our heritage by all.

Supporting Strategies

The Supporting Strategies provide for advice and information on heritage issues; developing policies and priorities for the identification, protection, conservation and enhancement of Kilkenny's heritage, collecting and collating heritage data and promoting heritage awareness & education throughout the County, and working with the Kilkenny Heritage Forum in the preparation and implementation of the County Heritage Plan and the County Biodiversity Plan, funded in partnership with the Heritage Council.

Key Actions for 2019 are as follows:

- Prepare 2019 Implementation Plan for County Kilkenny Cultural Strategy (Arts, Heritage and Libraries) 2018-2023.
- Co-ordinate the work with local communities to record and map field names and cultural heritage for the Kilkenny Field Names Project.
- Undertake strategic awareness programme including co-ordination of Kilkenny Heritage Week.
- Support and Co-ordinate Kilkenny Heritage Forum.
- Co-ordinate Kilkenny's Creative Ireland programme 2019, including Cruinniú na n'Og (national children's cultural festival); & Decade of Commemorations Programme.
- Prepare & deliver under the Kilkenny Wildlife Detectives a locally based schools pack & training for primary school teachers & early childhood practitioners, in partnership with Kilkenny Education Centre and County Kilkenny Childcare Committee.
- Support the Heritage Council's Heritage in Schools Programme, by providing free visits for primary schools in the County.
- Co-ordinate Kilkenny County Council's implementation of All Ireland Pollinator Plan, including developing a Bee Logo, reporting to the National Biodiversity Data Centre & providing advice & information; supporting prizes in the St. Patrick's Day Parade "Bring back our bees" award.
- Chair the LA Pollinator Award committee and support Tidy Towns groups in County Kilkenny to enter award.
- Support Tidy Towns to undertake heritage (built & natural) actions – working in partnership with the Environmental Awareness Officer & PPN.
- Input to the preparation of the Kilkenny County Council Climate Adaptation Plan.
- Review and write the heritage sections of the new County Kilkenny Development Plan, in partnership with the Conservation Officer & Forward Planning.
- Commission habitat assessment and green infrastructure reports for Thomastown and Glenmore.
- Organise an event to commemorate 100 years of Dáil & 100 years of women's right to vote.
- Organise an event to mark Worlds Wetlands Day.

- Provide advice & support to communities and LA on works in historic graveyards, including through the County Council Graveyard Grants Scheme.
- Implement & report on heritage actions to the Local Economic & Community Plan.
- Apply for funding from the Irish Walled Towns Network for works to Kilkenny City Walls, in partnership with Kilkenny Area Office and undertake, as appropriate.
- Provide heritage interpretive material on Talbots Tower to tourism providers.
- Assess applications submitted under Civic Memorials Policy, and attend committee meetings as requested.
- Complete and upload GIS maps on Kilkenny’s heritage for access by the public and Local Authority.
- Prepare and circulate regular “Heritage News” ezines.
- Manage and update www.kilkennyheritage.ie as a one-stop-shop resource and archive on Kilkenny’s built, natural and cultural heritage.
- Report to Strategic Policy Committee 3, and Council meetings as requested.
- Provide heritage input to County Council grant schemes and programmes (Agenda 21 Grants, CCFSC etc).
- Co-operate with other agencies on heritage projects.

Performance Standards

Performance under Arts will be assessed against the indicators as set out above.

FIRE & RESCUE SERVICE & EMERGENCY PLANNING

SEIRBHÍS DÓITEÁIN & TARRTHÁLA & PLEANÁIL ÉIGEANDÁLA

Core Objective

The core objective for the Fire Service is to utilise the Council's available resources in working together for a safer Kilkenny and to prepare a major emergency response capability in line with the Framework for Major Emergency Management publication.

Supporting Strategies

The supporting strategies provide for the prompt & appropriate response to fire and other incidents, engaging with the community to inform and educate citizens in how to reduce the risk of fires and other emergencies, influencing and regulating the built environment to protect people, property and the environment from harm, working together to deliver the highest quality services within a safe and positive environment for all in the organisation and to utilise (and update as necessary) a Major Emergency Plan in line with the nationally agreed *Framework for Major Emergency Management*.

Key Actions for 2019 are as follows:

- Upgrade fire service vehicles as per the section 26 Plan.
- Identify and plan for a new site for Kilkenny City Fire Station.
- Oversee the planning, design and delivery of a new fire station for Urlingford Fire Brigade.
- Develop the IS/IT system for all stations and fleet integration.
- Review Major Emergency Management Plan.
- Review and Test Transtock under Seveso Regulations in conjunction with AGS and NAS.
- Review Flood Emergency Response Plan.
- Review Severe Weather Plan (excluding flooding).
- Develop Pre incident Plans.
- Implement the Primary Schools Programme.
- Carry out talks/Demonstrations Road Safety Programme.
- Carry out Fire Safety in the home talks/demonstrations.
- Implement Home Fire Safety Visits.
- Carry out Fire Station Visits and Open Fire Safety Days in all stations.
- Administer Fire Safety Certificate Assessment process and hold Fire Safety Clinics.
- Implement KFRS Fire Safety Plan 2016-2020.
- Assess Licensing applications under Intoxicating Liquor Acts.
- Review of buildings under the Fire Services Act.
- Respond to fire and other non fire emergencies 24hrs a day 365 days a year - on average 800p.a.
- Monitor of Fire Brigade response and attendance times.
- Review of Safety Statements.
- Implement KFRS Safety Management Plan.
- Deliver quality training e.g. Breathing Apparatus, Flooding First Responder, ESDS, Emergency First Responder, NICS, CAFS, Pump Operators.
- Upgrade facilities in all fire stations as per Section 26 Plan.

Performance Standards

In addition to any targets set out above the Council's performance will be assessed against the following National Local Government Sector Performance Indicators.

Fire Service (F1-F3&P5) as follows:

F1: Cost per Capita of the Fire Service

F2: Service Mobilization

F3: Percentage Attendance Times at Scenes

P5: Applications for Fire Safety Certificates

CIVIL DEFENCE COSAIN SHIBHALTA

Core Objective

The core objective for the Civil Defence is to utilise the Council's available resources in working together for a safer Kilkenny and to prepare a major emergency response capability in line with the Framework for Major Emergency Management publication.

Supporting Strategies

The supporting strategies provide for the prompt & appropriate response to the primary response agencies requests for assistance during severe weather, land and river search & rescue and to perform other duties including welfare in the event of a Major Emergency; engaging with the community to provide casualty and safety cover for community and sporting events.

Key Actions for 2019 are as follows:

- Develop a recruitment strategy to increase the number of volunteers to maintain a core group of trained volunteers to respond to emergency requests.
- Maintain standards and readiness to respond in an emergency by ensuring a training plan is in place.
- Up skill the existing volunteers to instructor level to negate the need for employing external instruction.
- Develop stringent health and safety risk assessment policies and procedures for all core activities of the Civil Defence.
- Procure and maintain equipment to aid the appropriate response to an emergency.
- Develop and maintain relationships with principle response agencies.
- Collaborate and undertake training exercises with PRA's and other volunteer response agencies in readiness for emergency response.
- Respond to requests for support from the principle response agencies during periods of severe weather, land and water searches for missing persons, flooding and during major emergencies.
- Provide casualty response and river safety boat cover for Local Authority, Community and Sporting events across the County of Kilkenny.

Performance Standards

Performance under Civil Defence will be assessed against the indicators as set out above.

DIRECTORATE OF
PLANNING, ECONOMIC &
ENVIRONMENTAL SERVICES

PLEANÁIL SEIRBHÍSÍ
EACNAMAÍOCHTA & COMHSHAOIL

PLANNING, SUSTAINABLE DEVELOPMENT & CONSERVATION

PLEANÁIL, FORBAIRT INBHUANAITHE AGUS CAOMHNÚ

Core Objective

The core objectives & supporting strategies provide for balanced sustainable development while affording protection of the natural and built environment of the City & County so as to ensure an enhanced physical and socio-economic infrastructure, enhanced quality of life and a sound economic base on which to deliver local sustainable employment.

Supporting Strategies

Amongst its supporting strategies are the regular review of plans and policies and providing for the strategic planning of: Kilkenny County, Kilkenny City & Environs as a designated Hub, & Ferrybank/Belview promoting the Waterford Gateway, providing for the development of sustainable neighbourhoods, protecting the built and natural environment, provide an effective and efficient high quality planning service encompassing pre-planning consultations, planning assessment, decision making and enforcement processes and working in partnership with key stakeholders in the implementation of all National and Regional Plans and Guidelines.

Key Actions for 2019 are as follows:

Development Management

- Process Planning Applications, decisions, objections/observations, appeals, Section 5 declarations, validations, pre planning event licences Part 8 planning reports etc.
- Provide Pre Planning Clinic service in all Municipal District Offices on a weekly or fortnightly basis as required.
- Advise all service departments within the local authorities on best practices and delivery of Capital Projects.

Forward Planning

- Commence review of Development Contribution Scheme with the new Elected Council.
- Continue review of City and County Development Plan.
- Complete and adopt the draft Callan Local Area Plan.
- Complete and adopt the draft Thomastown Local Area Plan.
- Commence the Graiguenamanagh Local Area Plan.
- Complete a Masterplan for the Loughmacask area of Kilkenny City.
- Make submission to the Regional Spatial and Economic Strategy.
- Input into the master plan for MASP area.
- Continue maintenance of the Vacant Site Register and application of the legislation.
- Identify Derelict Sites/Dangerous Structures and implement relevant legislation to facilitate and encourage their re use.
- Lead bid for projects under the Urban Regeneration & Development Fund (URDF) and co-ordinate the delivery of successful projects.
- Active Land Management with the co ordination of vacant sites and derelict sites with the Council's vacant homes unit, with a view to delivering housing development.

Taking in Charge

- Monitor bonds on a monthly basis and submit claim on bonds as required.
- Minimise risks from residential developments through bond compliance.
- Advance progress on applications for taking in charge, complete the taking in charge of a minimum of 9 estates by the end of 2019.
- Progress remedial works on residential developments secured with Anglo Irish bonds.

Planning Enforcement

- Investigate all planning complaints within 6 weeks of receipt, take appropriate action by the issue of warning letters or enforcement notices where required.
- Continue enforcement actions for unauthorised signage in particular in Kilkenny City centre.

Conservation

- Provide conservation advise service to the public while raising awareness of the built heritage through correspondence, response to referrals, section 57 declarations, etc.
- Avail of and administer public grants for protected structures while providing advice for development to the historic built environment.
- Continue to support applicants availing of the Living City Initiative within Kilkenny City
- Commence pilot assessment review of a number of protected structures in a designated area in Callan, appraise the buildings current special interest and significance.

Administration

- Implement National e-planning project
- Introduce an enhanced online planning search facility

Performance Standards

In addition to any targets set out above the Council's performance will be assessed against the following National Local Government Sector Performance Indicators

Planning (P1-P4) as follows:

- P1: New buildings inspected**
- P2: Planning Decisions confirmed by An Bord Pleanala**
- P3: Planning Enforcement cases closed as resolved**
- P4: Cost per Capita of the Planning Service**

ENVIRONMENTAL PROTECTION

COSAINT COMHSHAOL

Core Objective

The Core Objective is the promotion and protection of the environment of County Kilkenny in a sustainable manner for the benefit of current and future generations.

Supporting Strategies

There are a large number of Supporting Strategies across several areas including the communicating of relevant EU, national, regional and local environmental objectives to the public, shared services in the areas of waste management planning, waste collection permits, co-ordination of waste enforcement, veterinary service provision in Carlow and Kilkenny, public participation in river basin management planning through the Local Authority Waters and Communities Office (LAWPRO), pursuing suitable source protection for public drinking water supplies and co-operating with Group Water Supplies in their development of suitable source protection measures.

Other Supporting Strategies include a Countywide Sustainable Energy Action Plan (2016 – 2020) and sourcing of funding for energy projects, implementation of the Joint Waste Management Plan for the Southern Region (2015 – 2021), implementation of the National River Basin Management Plan for Ireland (2018 – 2021), enforcing environmental standards, provision of an urban street-cleansing service, development of community programmes, promotion of environmental education & awareness and implementation of consumer protection measures in co-operation with the Food Safety Authority of Ireland.

Ireland is vulnerable to the adverse effects of global climate change, in terms of increase in average temperature, changes in precipitation patterns, weather extremes (storms and flooding, sea surges, flash floods) and sea-level rise. Climate change will have diverse and wide ranging impacts on the environment, society, economic sectors and natural resources. Effective actions are needed to reduce vulnerabilities to the negative impacts of climate change, take advantages of opportunities and to increase social, economic and environmental resilience. In 2016 the Department prepared guidelines to support local authorities in the development of climate change adaptation strategies which will allow for a long term and planned view to be taken of the challenges that climate change poses and of the adaptation and other measures that need to be taken. These guidelines have been further developed with the launch by the Department of Communications, Climate Action & Environment of the National Adaptation Framework in January 2018.

The Environment Section also plans to develop a Procedures Manual outlining the key responsibilities, tasks and procedures for all staff involved in the implementation of the service delivery plan.

Key Actions for 2019 are as follows:

Waste Management

- Implement objectives of the Southern Region Waste Management Plan 2015 - 2021.
- Operate a full service waste recycling and disposal centre at Dunmore and review its operation.
- Continue to facilitate the operation of a privately run full service waste recycling and disposal centre at Granny, South Kilkenny.
- Operate 44 bring facilities throughout the County.
- Identify new locations for roll-out of additional bring centre facilities.
- Commence Phase 1 of the Bring Centre Signage Up-grade Scheme.
- Review and rationalise Textile Banks.
- Prepare and implement RMCEI Waste Environmental Inspection Plan 2018 (*Recommended Minimum Criteria for Environmental Inspections - a European Parliament Recommendation*).

- Continue to implement objectives of the Litter Management Plan 2018 – 2020, including litter pollution and litter quantification surveys – Undertake annual review and present update to Elected Members.
- Continue to work to meet the Southern Region Waste Management Plan objectives in 2019.
- Advance the Local Authority historic landfill works programme. Funding application submitted for all 14 sites and announcement expected in February 2019. Progress dependant of funding allocation.
- Continue to support festivals and businesses with greening initiatives.
- Roll out ban of single use plastics (single use plastic beverage cups, single use plastic cutlery, single use plastic straws) in all local authority buildings.
- Assess Waste Permit applications and issue permits and registration certificates.
- Implement street cleansing and litter management programme.
- Review Temporary Signage Policy.
- Implement County Kilkenny Waste Management Bye-laws, 2018.

Tidy Towns

- Facilitate the Tidy Towns Forum to encourage networking among Tidy Town Groups.
- Encourage and support establishment of new Tidy Town Groups.
- Assist tidy towns groups through education and awareness initiatives.
- Provide anti-litter and environmental partnership grants to community groups.

Water Quality

- Kilkenny County Council is joint Lead Authority with Tipperary County Council in the Local Authority Waters Programme (LAWPRO). The programme is a shared service working with Local Authorities and State Agencies to develop and implement. River Basin Management Plans in Ireland, as required under the EU Water Framework Directive.
- Collaborate with the local LAWPRO office through regular meetings and a coordinated work plan.
- Implement measures to protect and restore water quality as set out in the National River Basin Management Plan 2018 – 2021.
- Prepare and implement RMCEI Water Quality Environmental Inspection Plan 2019 (RMCEI Recommended Minimum Criteria for Environmental Inspections-a European Parliament Recommendation). This includes inspection of rivers, businesses, septic tanks and approximately c.150 farms.
- Assess Discharge Licence applications and Nutrient Management Plans and issue authorisations.
- Continue reviews of existing discharge licences and issue revised authorisations.
- Participate in National Sampling Programme for the Water Framework Directive Monitoring Programme.
- Review and update the Coastal Pollution Plan.
- Review and update the Environmental Sub-Plan of Major Emergency Plan.
- Consider review of existing WFD (Water Framework Directive) Implementation Plan in light of new National River Basin Management Plan 2018-2021.

Water Safety

- Provide summer Lifeguard Service at five river locations on Rivers Nore and Barrow.
- Continue to monitor and replace lifebuoys, as necessary, at existing locations along watercourses.

Air Quality

- Promote local awareness of air quality.
- Provide live feed link to County Council website from Air Quality Monitoring station at Castlecomer Area Office. Collect and compare before and after data re Smokey coal ban.

- Implement Smoky coal ban in accordance with Solid Fuel Regulations.
- Register facilities under Deco Paints & Solvents Regs.
- Liaise with Fire Service on dangerous substances and petroleum vapours legislation.
- Assess Air Pollution licence applications, and monitor existing licences.

Noise

- Promote local awareness of Noise Action Plan 2019 – 2023
- Seek funding from relevant agencies to implement noise reduction improvements.

Veterinary Services

- Implement FSAI food safety service contract for Counties Carlow and Kilkenny.
- Operate Dog Shelter, collect Dog Licence fees and implement Control of Dogs Act
- Inspect and register Dog Breeding Establishments.
- Implement Control of Horses Act and associated Bye Laws.

Climate Action

- Continue co-operation and support to 3CEA (*Three Counties Energy Agency*) over a broad range of energy projects.
- Prepare Climate Change Adaptation Strategy for Kilkenny and deliver key programme milestones as set-out under the National Adaptation Framework (NAF).
- Submit application to become Partner Local Authority for the Eastern & Midlands Climate Action Regional Office (CARO).

Burial Grounds

- Operate 14 burial grounds throughout the County.
- Undertake a review and up-date mapping of 14 active burial grounds to determine capacity.
- Prepare Burial Ground Maintenance and Development Strategy.
- Implement Community maintenance grant scheme for burial ground committees.

Casual Trading

- Issue licences for designated casual trading bays in urban areas throughout the County.

Environmental Information

- Process requests for environmental information under Access to Information on the Environment Regulations.
- Implement improved document management system.

Customer Service

- Continue pilot of the new Customer Relations Management (CRM) system in Environment Section.
- Respond to environmental complaints from members of the public in a timely manner.

Performance Standards

In addition to any targets set out above, the Council's performance will be assessed against the following National Local Government Sector Performance Indicators

Waste/Environment (E1-E3) as follows:

- E1: No/% of Households availing of a 3 bin service**
- E2: % of environmental pollution complaints closed**
- E3: % of LA area within the 5 levels of litter pollution**
- E4: % of schools that have been awarded green flag status**

ENERGY - FUINNEAMH

Core Objective

Kilkenny County Council along with the wider public sector is required under government policy to reach verifiable energy-efficiency savings of 33% by 2020 (using 2009 data as a baseline year).

Supporting Strategies

Kilkenny County Council has partnered with the Sustainable Energy Authority of Ireland (SEAI) and with the 3 Counties Energy Agency [3CEA] to use their expertise in assisting the Local Authority to meet this challenging target. The Energy Agency sources funding from SEAI and Europe for both public and private sector projects that help reduce energy consumption. Kilkenny County Council has set up an Energy Team to help identify opportunities where energy savings can be made in public infrastructure and to improve energy education and awareness among staff.

Key Actions for 2019 are as follows:

- Continue to support communities in Kilkenny to become more energy efficient, and advise communities and the public on the grants and supports available.
- Set objectives and goals to meet the 2020 energy efficiency target of 33% reduction in energy.
- Update and improve energy data on Kilkenny County Council's Monitoring & Reporting energy reporting platform.
- Generate and present Display Energy Certificates (DEC's) in local authority public buildings with a floor area of 250m².
- Renew SEAI Energy Map training for the Energy Team.
- Implement and develop the Covenant of Mayors Sustainable Energy Action Plan.
- Investigate potential funding opportunities for energy projects in Kilkenny.
- Engage in an Energy Awareness campaign in County Hall in partnership with the OPW's Optimising Power @ Work.
- Carry out energy audits in Council buildings to identify energy saving opportunities.
- Continue to work with the Roads Office in identifying projects that will be progressed throughout 2019 with a view to further develop the long term strategy for public lighting in Kilkenny.
- Provide energy management services (utility bill analysis, energy auditing, energy awareness and energy saving project identification).
- Continue the Energy Awareness campaign for Fire Service and Library Service.
- Investigate suitable community and Council projects for the Better Energy Communities (BEC) scheme for 2019.

Performance Standards

Performance in the area of Energy will be assessed against the standards set out above.

ECONOMIC DEVELOPMENT & ENTERPRISE SUPPORT FORBAIRT EACNAMAÍOCH & TACAÍOCHT EACNAMAÍOCH

Core Objectives

The Core Objective is to support and promote the expansion and development of the economy of Kilkenny through measures to facilitate long term strategically sustainable investment with significant employment, income and growth potential.

Supporting Strategies

The Supporting strategies include the strategic development of the economic infrastructure as detailed in the Local Economic and Community Plan, through projects and measures to improve the attractiveness of Kilkenny as a destination for business, supporting the evolution of targeted investment and job creation initiatives, working with state agencies and other bodies to support enterprise development, attract foreign direct investment into Kilkenny, marketing Kilkenny as a location for investment, nationally and internationally, developing the Abbey Quarter in Kilkenny City, co-ordinate economic development activities of the Council in conjunction with the Strategic Policy Committee for Economic Development and Enterprise (SPC1) and the Local Community Development Committee (LCDC).

Key Actions for 2019 are as follows:

- Facilitate the development of the LECP Economic Actions Implementation Plan for 2018-2021 and support its delivery.
- Promote Invest Kilkenny Brand and promote Kilkenny as a place to invest and do business through close collaboration with our partners including IDA Ireland and Enterprise Ireland.
- Continue work in the provision of an up to date information database of vacant commercial property across the County. Create relationships with businesses and individuals involved with commercial property.
- Continue building & strengthening relationships with local stakeholders. Liaise with EI and IDA to assist with their clients' needs in expansion and investments.
- Promote the Abbey Quarter and Belview Port Area as strategic sites for Kilkenny through research, proposition development and marketing.
- Ongoing promotion and rollout of the Small Business Vacant Premises Incentive Scheme, designed to encourage the use of vacant commercial buildings thereby generating economic activity.
- Develop Information & Knowledge base on Kilkenny for businesses and investment.
- Ongoing support to communities participating in national initiatives such as the Bank of Ireland Enterprising Town Awards.
- Promote Council support & the Local Enterprise Office to existing and new Kilkenny businesses.
- Promote Kilkenny as a centre for a campus for the Technological University for the South East.
- Relocate LEO offices to County Hall.

Performance Standards

In addition to any targets set out above the Council's performance will be assessed against the following National Local Authority Sector Performance Indicators

Economic Development (J1 to J4) as follows:

J1: No. of jobs created

J2: Trading Online Vouchers

J3: No. of mentoring recipients

LOCAL ENTERPRISE OFFICE

OIFIG FIONTAR ÁITIÚIL

Core Objectives

The Local Enterprise Office (LEO) will be the first point of contact for enterprise related activity in the County. The Core Objective is to promote entrepreneurship, foster new business start-ups, and help existing small business to develop and grow to their full potential and drive job creation through the provision of high quality supports. The strategic objectives of the enterprise support functions of LEO are as per the Service Level Agreement with Enterprise Ireland, and summarized below:

- Strategic Objective 1: Provide a first point of contact for all enterprise related activity in the County - provide first stop shop business information and advisory service for entrepreneurs;
- Strategic Objective 2: Provide Enterprise Supports - provide a wide range of financial and non-financial supports including enterprise training, management development, mentoring support and grant assistance to support the establishment, growth and development of small business;
- Strategic Objective 3: Provide Entrepreneurship Supports - get more local people to think about starting a business and contribute to a dynamic environment that is supportive of entrepreneurs;
- Strategic Objective 4: Provide Local Enterprise Development Services - build synergies and collaborate on wider local economic development initiatives.

Supporting Strategies:

The Supporting Strategies include the delivery of services to small and micro-enterprises through LEO, promoting the LEO as the first stop shop for local enterprise, working with the relevant stakeholders in the County to foster entrepreneurship, delivering appropriate enterprise training and mentoring to small business owners and potential entrepreneurs, providing funding options to entrepreneurs, early stage promoters and viable businesses to support start-up, growth and development, developing progression pathways for small businesses to access supports from Enterprise Ireland (e.g. assistance to export), promote Kilkenny as a high quality location for indigenous enterprise and provide advice on Local Authority supports or activities that affect enterprise including, rates, procurement, environmental licensing and the planning system.

Key Actions for 2019 are as follows:

Business Information and Advisory Services

- Provide Business Advisory Sessions.
- Organise regular mentor clinics on specific business issues.
- Arrange business information seminars on issues of topical concern to small business owners. Proactively engage with all the frontline access points for business, including banks and accountants, to ensure there is maximum awareness of the supports we offer.

Enterprise Support Services

- Provide selective financial assistance to eligible businesses.
- Deliver Start Your Own Business (SYOB) Training.
- Deliver a comprehensive range of further enterprise training and management development programmes for small business owners.
- Provide mentoring support including Brexit to start-up and existing entrepreneurs.
- Host a series of events as part of the LEO Network national 'Local Enterprise Week'.

Entrepreneurship Support Services

- Support the Student Enterprise Programme in second level schools throughout the county.
- Promote the National Enterprise Award competition to acknowledge the successes of local entrepreneurs.
- Promote Ireland's Best Young Entrepreneur Competition to 18 – 35year old's who have a business idea or have already started a business.

Local Enterprise Development Services

- Maintain a profile of all available office and industrial workspace.
- Assess gaps and/or need for additional work space to inform the market.
- Assist in the promotion of the county for investment purposes.
- Engage with regional stakeholders to deliver on the actions identified in the LECP and South East Action Plan for Jobs.

Performance Standards

In addition to any targets set out above the Council's performance will be assessed against the following National Local Authority Sector Performance Indicators

Economic Development (J1 to J4) as follows:

J1: No. of jobs created

J2: Trading Online Vouchers

J3: No. of mentoring recipients

TOURISM - TURASÓIREACHT

Core Objectives

The Core Objective is to support tourism development throughout Kilkenny, working with key stakeholders – public and private, voluntary and professional to implement Kilkenny's Statement of Tourism Strategy and work Programme 2017 – 2022, to maintain Kilkenny's position as the finest Cultural and Heritage destination in Ireland.

Supporting Strategies

The Supporting Strategies include working with Fáilte Ireland and all stakeholders to develop the 'Medieval Mile' plan, to engage in marketing all heritage, to increase the economic impact of Kilkenny's festival calendar, to enhance the collaborative engagement with the public, members of Kilkenny Tourism, Council Members and the Executive, and all stakeholders to maintain a world class visitor experience and continue to strive for excellence in standards, to maintain a high level of visibility that has been earned by the Tourism sector in Kilkenny and to embrace opportunities presented by a major marketing and branding campaign for Ireland's Ancient East consistent with Kilkenny's history and heritage.

Key actions for 2019 are as follows:

Support & Development of Local Tourism Governance Structures:

Implement Kilkenny County Council's strategic policies in Economic Development and Tourism by supporting:

- Kilkenny County Council's meetings & SPC1 Economic Development.
- Optimising the Abbey Quarter's tourism impact
- Kilkenny Local Economic and Community Plan objectives
- South East Action Plan for Jobs
- Fáilte Ireland's Action Plan for Ireland's Ancient East

Lead the Destination Kilkenny Partnership group, through the agreed four pillar objectives:

- Medieval Mile Development
- Evening economy strategy
- Engagement with contemporary culture partners
- Experience development initiatives connecting visitors to both City and County.

Support and review Kilkenny Tourism CLG, through:

- monthly meetings,
- workshops,
- marketing and public relations initiatives,
- business support and advice to trade (existing and new),
- event / project management, development and hosting of the new Visit Kilkenny website.

Development of Kilkenny's Tourism Product/ Experience

One Kilkenny

- Continue the progress on the ONE KILKENNY concept by designing marketing collateral, engaging with local communities, and ensuring that the economic benefit of tourism is maximised in the entire County.

Food Tourism

- Leverage Kilkenny's designation as Ireland's Foodie Destination in 2018 to build our existing food reputation, working with the producers and food outlets to assist in sustaining jobs and fostering enterprise in the sector.

Tholsel

- Develop a visitor experience for the Tholsel for inclusion in the Second Stage Fáilte Capital Grant application, as part of the refurbishment plans for this iconic location.

Woodstock

- Develop a business plan for the Woodstock Estate, Inistioge, to create a major tourism and recreation flagship project for Ireland's Ancient East.

Butler Gallery at Evan's Home

- Finalise details of the proposed visitor experience element of the new Butler Gallery at Evan's Home, in readiness for the opening in early 2020.

Outdoor Recreation Infrastructure Scheme grants

- Deliver the ORIS projects for Woodstock, Callan, and Castlecomer and prepare application for 2019 funding.

Kilkenny Greenway

- Support the current funding application through engagement in the assessment process.

Festivals

- Process festivals grants for 2019, and facilitate collaboration between festivals to share experiences and expertise. Review Regional Festival Grants with Fáilte Ireland, to maximise Kilkenny's allocation.

Data / Research

- Source new and innovative data analytics to guide investment in current and future Tourism development.

Performance Standards

In addition to any targets set out above the Council's performance will be assessed against the following National Local Authority Sector Performance Indicators

Economic Development (J4) as follows:

J4: Tourism

AMENITY, SPORT & RECREATION

SPÓRT & CAITHEAMH AIMSIRE TAITNEAMHACHTA

Core Objective

The Core Objective is to promote and foster health and well being for people of all ages across the County through the provision of facilities which are accessible to all.

Supporting Strategies

The Supporting Strategies include the planning and development of sporting, recreational, play and amenity facilities and activities for the enjoyable and constructive use of leisure time, in conjunction with the Kilkenny Recreation & Sports Partnership and other relevant agencies and groups.

Key Actions for 2019 are as follows:

Playground Development

- Provide assistance to community groups to plan, source funding for and develop community playgrounds particularly focusing on areas in the County currently underprovided for.
- Provide assistance to support community playground groups across the County to maintain playgrounds in their areas to a high standard.
- Ensure playgrounds continue to meet the requirements of European Standards EN1176 and EN1177 which relate to playground safety of equipment and safe surfacing.
- Continue to implement weekly in house and annual independent playground inspection regimes for 27 number playgrounds in the City and County and address maintenance and operational issues where relevant in a timely manner.
- Finalise Playground Condition Study and plan for future development provision and upkeep as playgrounds age and require replacement.
- Carry out upgrades in Callan, Mooncoin and Kilmacow.

Sustainable Planting and Management

- Promote sustainable management including altered mowing regimes in support of pollinators in large areas of grass in estates and on road verges where applicable.
- Brand the new Parks Department Van to promote the new pollinator logo adopted by Kilkenny County Council.

Invasive Species

- Provide advice to members of the public in relation to invasive species and the responsibilities of landowners.
- Continue to treat areas where invasive species have occurred on public amenity land.
- Provide training to Local Authority staff to enable in house monitoring and treatment of invasive species.

Kilkenny Greenway

- Assist in the preparation of tender documents for detailed design drawings for the development of the Kilkenny Greenway in conjunction with the South East Regional Greenway Office based in Wexford County Council offices.
- Be 'shovel ready' and be in a position to spend any allocated funding for the Greenway.
- Work in conjunction with the South East Regional Greenway office to ensure connectivity to the Kilkenny Greenway from the Red Bridge Walking Trail in New Ross and future Rosslare to Waterford Greenway, currently at feasibility stage.

Ferrybank Neighbourhood Park

- Finalise tender documents and seek tender prices for the Ferrybank Neighbourhood Park in early 2019.
- Select successful tenderer and begin works on site.
- Carry out site remedial works to remove remaining construction waste from the site.
- Continue to build on the successful engagement with the local community during the entire process.

Woodstock Gardens

- Develop the walkways from Inistioge village to Woodstock gardens utilizing the Outdoor Recreational Fund awarded in late 2018.
- Develop a business plan in conjunction with all stakeholders to identify future potential for the gardens as part of the wider Woodstock Estate and its location immediately adjacent to the village of Inistioge.
- Continue to build on links connecting the village community to Woodstock.
- Continue to promote a wide variety of outdoor events to attract members of the public to the gardens, e.g. orienteering, Forest School, Dawn Chorus, Fairy Tale Festival, Tree Day.
- Make gardens available where appropriate for weddings and other private events.
- Run events to coincide with Play Day and Heritage Week.
- Implement continued planting programmes following recent storm damage to maintain the quality of the planting in the arboretum to a high standard.

Sports Pitches

- Enter into short term lease agreements with sports clubs to allow them access to Council owned pitches for games and training.
- Facilitate clubs into entering into long term lease arrangements to enable them to access grant assistance where relevant.
- Continue to maintain pitches, upgrading areas of wear and tear where relevant.
- Continue weekly inspections of goal posts as per recommended safety guidelines.

Amenity Grants

- Assess applications for amenity grants to support communities and resident's associations to maintain their local areas. (153 in 2018).
- Assist communities with related advice and process grant claims.

Club Development

- Provide assistance to sports clubs to plan, source funding for and develop sports facilities particularly focusing on areas in the County currently underprovided for and minority sports.
- Encourage clubs to develop partnerships and consider sharing of facilities for development of new amenities where possible.

Water Sports Base

- Continue to work with clubs and local partners to explore the options for developing a shared facility for water based clubs.

Skate Park

- Support the preparation of tender documents and development of detailed designs for Kilkenny Skate Park subject to funding allocations.
- Continue engagement process with local community during the entire process.

Inclusion

- Work with outdoor adventure providers to make their facilities more inclusive for people with disabilities

Performance Standards

Performance under Recreation, Sport & Amenity will be assessed against the standards as set out above.

DIRECTORATE OF
FINANCE,
INFORMATION TECHNOLOGY
& FACILITIES

AIRGEADAS, TEICNEOLAÍOCHT
FAISNÉISE & ÁISEANNA

FINANCIAL MANAGEMENT & MOTOR TAXATION

BAINISTÍOCHT AIRGEADAIS & MÓTARCHÁIN

Core Objective

The Corporate Objective is to provide effective management of the Council's Finances and Assets to ensure delivery of the Council's objectives in all program areas.

Supporting Strategies

The Supporting Strategies are as follows:

- Management of the annual Revenue budget to ensure expenditure matches income.
- Management of the Capital budget to ensure expenditure does not exceed the funding available.
- Ensuring that procedures / controls are in place in all areas for the effective management of all the Council's assets and finances and are sufficient for the needs of the business.
- Ensuring the Elected Members are kept up to date on the Council's finances and on legislative changes that may have a material impact on finances.
- Ensuring that all goods and services, both Revenue and Capital are procured in a compliant manner to ensure value for money.
- Monitoring of the Council's cash position to ensure optimum use of the facilities available.
- Deliver an efficient / timely service in the Motor Tax Office.
- Collect all monies due to the Council in a timely manner.
- Ongoing monitoring of the Council's Capital funding requirements to ensure appropriate funding is available when needed for authorised projects.
- Management of the Mortgage Loan Book to ensure compliance with loan agreements.
- Ensure compliance with Departmental circulars, the Accounting Code of Practice and relevant legislation.
- Ensure the Council is tax compliant in all transactions.

Key Actions for 2019 are as follows:

- Monthly management reports to be provided to all Department Managers / Directors of Services detailing actual Expenditure / Income against budget for both the Revenue and Capital Accounts.
- Develop automated management accounting reporting facility.
- Regular meetings to be held with Managers / Directors to review performance against budgets.
- Daily/Weekly monitoring of cash balances to ensure optimum use of the cash/overdraft facilities.
- Complete the 2018 Annual Financial Statement for presentation to Elected Members at the March Council meeting.
- Complete Budget 2020 within the statutory deadlines.

- Prepare three year capital programme for the period 2019-2021.
- Arrange financing facility for the agreed capital programme.
- Issue all Customer communications in a timely manner.
- Deal with all customer queries promptly.
- Monthly reporting on debt collection performance.
- Provide regular updates to the Elected Members and the public on new legislation.
- Ongoing engagement with mortgage loan customers and implementation of the Mortgage Arrears Resolution Process (MARPA) procedures where necessary.
- Continue to develop efficient payment methods for all categories of customers.
- Continue to provide a flexible Motor Taxation service to meet customer requirements.
- Liaise with Council's Insurers to ensure the overall cost of insurances to the Council is minimised.
- Implement new insurance claims management procedures.
- Manage Council's asset portfolio and dispose of assets not required by the Council. Purchase IT system to record/manage all assets of the Council.
- Submit all Statutory / EU returns within the prescribed Timelines.
- Implement agreed training plan for all staff in Finance / Motor Tax.

Performance Standards

In addition to any targets set out above the Council's performance will be assessed against the following National Local Government Sector Performance Indicators

Finance (M1 & M2) and Motor Tax (R3) as follows:

M1: 5 Year Summary of Revenue Account balance

M2: 5 Year summary of collection levels for major revenue sources.

R3: % of motor tax transactions conducted on line

INFORMATION TECHNOLOGY TEICNEOLAÍOCHT FAISNÉISE

Core Objective

The Core Objective is to ensure that the Council has in place modern & efficient technological, information and communication systems capable of meeting the needs of the Council and its customers.

Supporting Strategies

The supporting strategies for Information Technology include the provision of relevant information in a timely manner that supports effective service delivery and informed decision making by members, management and staff, the use of information and communications technologies to assist in the implementation of the Council's goals and objectives including the modernisation of its systems where required, the ongoing and continued implementation and co-operation with shared information technology systems and the continued encouragement of the use of online service provision and e-business by its customers.

Key Actions for 2019 are as follows:

- Maintain security of the network and data.
- Complete the rollout of the telephone system
- Upgrade Office Software on all staff machines
- Increase Network speeds to key sites outside County Hall
- Complete the migration of servers and users to new domain
- Upgrade servers to latest server software
- Continue the rollout of CRM product
- Support the National Broadband Plan through the Broadband Officer
- Continue to consolidate, develop and enhance Council web sites and internal and external web applications

Performance Standards

In addition to any targets dates set out above the Council's performance will be assessed against the following National Local Authority Sector Performance Indicators

Corporate C3 & C4 as follows:

C3: LA website and social media usage

C4: Overall cost of ICT provision per WTE

C5: Overall cost of ICT as a proportion of Revenue expenditure.

BROADBAND – LEATHANBHANDA

Core Objective

The Core Objective is to co-operate with Government initiatives to maximise the potential of having broadband connectivity available throughout the County.

Supporting Strategies

The Supporting Strategies provide for working with the managed services entity e|net to maximise the use of the Metropolitan Area Networks (MANs) in Kilkenny and Thomastown, facilitating where possible, the laying of ducting for broadband on new infrastructure projects and ensuring that our IT infrastructure and staff are sufficiently resourced to maximise the potential of broadband and other emerging technologies for the benefit of the Local Authorities and the County as a whole.

Key actions for 2019 are as follows:

- Work closely with the selected National Broadband Plan company to maximise the broadband potential for county Kilkenny.
- Assist where possible with the rollout of broadband initiatives in line with the government national broadband plan.
- Develop a Digital Strategy for Kilkenny.
- Maximise the use of the Kilkenny MANs for Kilkenny County Council.
- Identify opportunities for expanding the MAN coverage via new infrastructure projects.

Performance Standards

Performance of the Council's role in Broadband provision will be assessed against the standards set out above.

PROCUREMENT - SOLÁTHAR

Core Objective

The Core Objective for Procurement is to further advance the purchasing and procurement of goods and services in a more cost effective manner and to pursue a policy of environmentally friendly procurement throughout the organisation.

Supporting Strategies

The Supporting Strategies seek to achieve savings in the procurement of goods and services both locally & through any collaborative approaches in the Local Government & wider Government Sectors, the inclusion in contracts and supporting documentation specifications regarding lowering carbon emissions and the ongoing examination of current & future procurement policies.

Key Actions for 2019 are as follows:

- Ensure that tenders as advertised on the eTenders website and OJEU (European Journal) as appropriate are completed successfully by Service Areas.
- Ensure that Kilkenny County Council participate in relevant SupplyGov.ie Frameworks and that mini competitions are conducted in compliance with their rules.
- Ensure that Kilkenny County Council participate in relevant Office of Government Procurement (OGP) Frameworks.
- Achieve further savings (where possible) in all areas
- Provide advice and support to all staff involved in procurement/tendering etc.
- Ensure that Service Areas use LGMA approved procurement template documents for Quotations and Tenders.
- Ensure that Service Areas comply with Procurement Directives regarding full electronic procurement for tenders.
- Introduce full electronic procurement for selected quotations using the eTenders Quick Quotes facility.

Performance Standards

Performance under Procurement will be assessed against the standards as set out above.

ABBEY QUARTER

Core Objectives

The Core Objective is redevelopment of the former Smithwicks Brewery Site and adjoining area, in accordance with the provisions of the Abbey Creative Quarter Masterplan. The proposed development will include a mixed use development, with significant areas of high quality public realm.

Supporting Strategies

The development of six development blocks within the former brewery site will be undertaken by Kilkenny Abbey Quarter Development Ltd, a partnership between Kilkenny Co. Co. and the National Treasury Management Agency (NTMA) through the Ireland Strategic Investment Fund (ISIF). Kilkenny Co. Co. will be responsible for the development of the extensive public realm areas proposed through the site.

Key Actions for 2019 are as follows:

- Commence the development of Phase 1 of the public realm in the Abbey Quarter through the delivery of the projects funded through the Urban Regeneration and Development Fund, namely:
 - Riverside Linear Park including Skate Park
 - Horse Barrack Lane (to be completed in 2020)
 - Brewhouse Courtyard (to be completed in 2020)
 - Mayfair Public Realm (to be completed in 2020)
 - Refurbishment of the Tea Houses.
 - Renovation of the former Squash Court for Cultural use.
- Secure Planning Consent, complete detailed design and tender for the redevelopment of the Mayfair Building for use as a City Library.
- Prepare a Conservation Plan in partnership with National Monuments for the Heritage Structures in the Abbey Quarter including St Francis Abbey, Evans Turret, City Walls and St Francis' well.
- Commence the design for the proposed Urban Park centred around St Francis Abbey taking into consideration the requirements of the Conservation plan for the heritage structures.
- Advance the design of the Urban Street through planning and to detailed design.
- Provide support to Kilkenny Abbey Quarter Development Ltd (KAQD) to commence construction on the renovation of the Brewhouse Building.
- Provide support to KAQD to advance proposals for the development of a Hotel on the site.
- Provide support to KAQD to procure and establish a framework of multi disciplinary design teams to advance the development of the new building blocks.
- Provide support to KAQD to continue to market the Abbey Quarter, with a view securing tenants for the Brewhouse Building and other new buildings in 2019. This will be undertaken, with support from the Economic Development Section through the Local Enterprise Office. Support will also be sought from the relevant state agencies including Enterprise Ireland and the IDA.

Performance Standards

In addition to any targets set out above the Council's performance will be assessed against the following National Local Authority Sector Performance Indicators