KILKENNY COUNTY COUNCIL
COMHAIRLE CHONTAE CHILL CHAINNIGH

SERVICE DELIVERY PLAN
PLEAN SEACHADADH SEIRBHÍSE

2021

**Approved by Elected Members at Monthly Meeting
held on Monday, 15th February, 2021**

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 2021 and has been prepared based on the provisions of the adopted budget of Kilkenny County Council for 2021 and the assumptions made when the Budget for 2021 was adopted by Council of continued financial support from the Government to offset the impact of COVID 19 on our income streams.

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 population centre 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, animation, 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 2019-2024 provides a vision for how we propose to work in partnership to deliver for the people of Kilkenny.

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 2021.

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.

COVID 19 had a significant impact across all our communities in 2020 and those impacts are continuing as we start 2021 in Level 5 restrictions. It is placing restrictions on our interactions with our citizens, our customers and our staff. We have adapted to enable our services to be delivered having regard to public health guidance. We remain committed to continue to deliver our services in a timely manner and within the budget approved by the Elected Members for 2021. As outlined at Budget time we will require national financial support whilst the impact of COVID 19 on our income sources continues. Having regard to the current operating environment we will endeavour to achieve the objectives outlined in all the service delivery plans prepared by each directorate whilst observing all guidelines to ensure the safety of our staff, elected members and the general public.

In 2020, the arrival of COVID 19 required significant changes, not alone in how we do our business but a significant change in emphasis on priorities across the organisation as we adapted to meet local needs. We worked to deliver supports to the local businesses through the Restart Grants, Rates Waiver schemes, on-line trading vouchers etc. We worked in partnership with other agencies and community/voluntary groups to establish the Community Forum and the Community Call, which supported so many vulnerable people throughout 2020, particularly in the early phase of the pandemic when there was so much uncertainty.

We delivered changes in public realm in the City and across the County to facilitate physical distancing to enable people to go about their business safely. We established a Tourism Recovery Taskforce to support a sector that is so important to Kilkenny to re-open when the opportunities presented during 2020. We are currently playing a significant role in the national Keep Well campaign, to encourage and support people to stay well and stay connected. We will continue to adapt in 2021 as the response to the pandemic adjusts and we move into the vaccination phase. I want to acknowledge the commitment of our staff during 2020 to delivering services in very challenging circumstances and I know that commitment will continue in 2021 to enable us to deliver for our communities.

Finally, I want to thank you the Elected Members for your support during 2020 and for your flexibility to adapt to necessary new ways of carrying out your role as Elected Members as we all worked to keep our communities safe.

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 2019-2024 as follows:

> *Kilkenny County Council is committed to working with the people of Kilkenny to develop sustainable, connected, economically thriving and proud communities with the consideration of climate change embedded into all of our policies and services.*

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:

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

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 2021. It also identifies the performance standards for the services.

In delivering this ambitious programme of work like any other year, the Council recognises the need

- to maximise the use of its resources,
- for improved communication,
- to focus on customer services,
- to work in partnership to achieve citizen engagement & social inclusion.

In addition, for the year 2021 our Service Plan will require us:

- to retain flexibility to respond to the impacts of COVID,
- to adapt to different ways of working in the delivery of services,
- to optimise use of best technology to access support to our services online.
- to support the delivery of new or changed national and local programmes and priorities to respond to the impacts of COVID and
- to retain flexibility to enable us to adapt in response to financial constraints should those circumstance arise in 2021.

The Service Delivery Plans in this document provides much detail on services/actions to be delivered in 2021, however it is important to set out the strategic priorities for Kilkenny County Council for the coming year.

- **Housing:** The delivery of housing continues to be a key priority for the Council. We have delivered our targets in 2020 and in some cases exceeded targets set nationally. It is inevitable that COVID and the necessity to close construction sites etc. will impact on output by the year-end but we will progress the delivery of as many additional units of accommodation as we can in 2021.

- **National Planning Framework 2040 and National Development Plan 2019 – 2027:**
  It is important that Kilkenny position itself to maximise the potential presented by both the National Planning Framework and National Development Plan. To this end we will focus in 2021 on preparing a vision for Kilkenny City and Environs 2040. We will also continue to work with Waterford City & Council to assist them develop a vision for the greater Waterford City area for 2040, with a view to bidding for capital funding for infrastructure and public realm projects, in addition to those already delivered *(e.g. Ferrybank Neighbourhood Park)* and those approved funding (e.g. those under the Urban Regeneration and Development Fund).

- **South East Region**: We will continue to work with Carlow, Tipperary, Waterford and Wexford for the betterment of the South East. We will engage with the 1st Citizens Forum in the South East to present a regional voice for the development of infrastructure, projects and services at a regional level.

- **Abbey Quarter:** We will progress the delivery of the Abbey Quarter. We will complete the refurbishment of the Brewhouse and the Linear Park/Skate Park and progress plans for Phase 2 including the Urban Park and Street, subject to planning and funding. A decision of the Part 10 Planning Application submitted to Bord Pleanala is due in February. A decision on our URDF funding application is awaited. Through the Partnership, we will progress plans for the first new building on the site at the rear of the Brewhouse.

- **Further development of Culture:** Arts/Culture/Heritage is synonymous with Kilkenny. We will commence the development of the new City Library in the Mayfair Building subject to funding and progress plans for the upgrade of the existing Carnegie Library.

- **Western Environs:** We will complete 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 be completed in 2021. This is a significant investment by the Council in future proofing the City for compact growth in keeping with the "10 Minute City" concept adopted by the Council.

- **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. We will progress plans for the upgrade of the N29, which will facilitate further development of zoned lands in the Belview area.

- ➢ **Infrastructure:** We will progress plans and seek funding for strategic infrastructure to support the development of Kilkenny City & County including the completion of the Northern Ring Road Extension, major upgrade/realignment to the N24, N25, & N77 routes.

- ➢ **Flood Schemes:** In partnership with OPW we will progress the 6 schemes identified in the CFRAMs Studies. Consultants continue to work before year end on plans for Graiguenamanagh and Ballyhale with a view to presenting options for resolving the flood issue at both locations.

- ➢ **Kilkenny Greenway:** We will commence work on the Kilkenny Greenway to link Waterford City to New Ross with a view to completing and opening the Kilkenny Greenway in 2022. We will work with the Regional Greenways Office to support the local communities prepare for the opportunities that the Greenway will present. We will progress the plans to provide connectivity to both Glenmore and Slieverue.

- ➢ **Community Forum/Community Call/ Keep Well Campaign**: We will lead and work in partnership with other arms of the State along with Community and Voluntary organisations to support our communities through the current crisis. It is important that we work collectively to support the most vulnerable in our communities.

- ➢ **Urbans Centres:** We will respond to the current crisis and this will necessitate a continued focus on our urban centres in implementing changes to support recovery. This year 2021 like last year will be a challenging year for retail and hospitality sectors in particular and we will work with relevant stakeholders to position Kilkenny for recovery. We will source funding for active travel measures to afford a higher priority for pedestrians, cyclists and public transport and the implementation of safe schools' zones throughout the City and County.

- ➢ **Climate Change:** This is a challenge for all sectors of society and we will continue our work in this area with particular focus on modal shift. We expect to commence a significant project to complete the retrofitting of our public lights in the City and the County in 2021. We will deliver on the actions contained in the Climate Change Adaptation Strategy 2019-2024 and the Sub-Actions for 2021 through the Climate Action Steering Group.

- ➢ **Rural Regeneration:** We will work with communities to prepare plans to address local needs and seek funding from national funding schemes as appropriate.

- ➢ **Third Level Education:** As work progresses on the delivery of the Technology University South East Ireland (TUSEI), 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.

Our strategic priorities are underpinned by our supporting strategies contained in our adopted Corporate Plan 2019 - 2024. Therefore, the delivery of the key actions identified in each Service Area Plans for 2021 may be affected from the impacts of COVID.

Year 2021 will be challenging as we start the year under Level 5 Restrictions. Similar to the year 2020, we will continue to adapt to new ways to deliver our services subject to the availability of staff, resources and funds. Our incomes streams will continue to be uncertain. Businesses, hospitality sector, tourism will all be badly affected which will impact on the economy of the City & County. Kilkenny relies heavily on tourism as a significant source of employment and a major contributor to our economy. We will support Government schemes as required to support businesses to deal with the impact of the virus. We will continue to engage with the Tourism Recovery Task Force and City Centre Task Force to support and position Kilkenny for re-opening post the pandemic.

We will face many challenges in the delivery of our services. We will continue to use technology and promote online services. We will continue to seek any opportunity to avail of additional funding for various community schemes and other projects which arise during 2021. Our services will adapt as required depending on the level of restrictions in place and health and safety guidelines.

Delivery of all capital projects has been affected and will continue to be affected until restrictions are eased. In order to progress some projects, we may have to look at different ways to engage with the public online for public consultations on design and planning of projects. We will seek innovative ways to engage with the public to enable them to be involved in the public consultation processes.

It is our Corporate responsibility to show leadership and lead by example and take all precautions to ensure we comply with national guidelines to limit the spread of the virus as we wait for the vaccination programme to be implemented nationwide. At all times, we must protect the health and safety of our staff, elected members, our customers and the public.

DIRECTORATE OF

CORPORATE,
ROADS & TRANSPORTATION, WATER SERVICES, COMMUNICATIONS AND HEALTH & SAFETY

STIÚRTHÓIREACHT

*CORPARÁIDEACH,
BÓITHRE & IOMPAR, SEIRBHÍSÍ UISCE, CUMARSÁID
AGUS SLÁINTE & SÁBHÁILTEACHT*

CORPORATE - CORPARÁIDEACH

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, 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 2021:

- 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 Municipal Districts, Strategic Policy Committees, 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/Mayor/Chair of Municipal Districts in his/her role.

- Ensure preparation & adoption of a Schedule of Municipal Works by each Municipal District by the 31st March 2021.

- Provide administrative support to the Elected Members with regards to Members training & development. Provide training to Elected Members & Staff on Corporate Governance.

- Organise civic events as required by the Council to include civic festivals – St Patrick's Festival. Kilkenny day and Yulefest Kilkenny.

- Prepare and adopt the Service Delivery Plan for 2021 by March 2021.

- Prepare and adopt the Annual Report for 2020 by April 2021.

- Ensure publication of the Register of Electors in February 2021, the ongoing maintenance of the Register and publication of the Draft Register in November 2021.

- Upgrade the Customer Service Desk in County Hall and commence development of an IT based Customer Service Management System.

- Implement objectives contained in the Communications Strategy. Co-ordinate the work of the designated Communications Sub-Group.

- Commence upgrade of Council's website and co-ordinate transfer of information from each Service Area.

- Further develop and maintain the "Kilkenny.ie" brand.

- Co-ordinate the submission of data to LGMA to facilitate publication of 2020 Performance Indicators.

- Ensure Council is compliant with Data Protection Legislation. Identify an on-line training solution for staff to ensure the organisation is complying with GDPR.

- Ensure responses to Customer Complaints, FOI Requests and Data Requests are responded to within a timely manner.

- Ensure Irish Language Plan is implemented and encourage the use of Irish throughout the organisation. Ensure responses to any complaints received re use of Irish.

- Examine and explore the provision of a dedicated building for archives.

- Implement programme of work as set out in the approved Internal Audit Plan.

- Support Audit Committee in their work.

- Ensure that the Council's Risk Register is reviewed by February 2021 and updated as required.

Performance Standards

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

HEALTH & SAFETY - SLÁINTE & SÁBHÁILTEACHT

Core Objective
The Core Objective is to manage health and safety so as to keep employees and those affected by any Council work activities safe and in good health.

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

KEY ACTIONS FOR 2021 ARE AS FOLLOWS:

- Ensure the Health and Safety programme and inspection programme as set out by the Safety Management Committee are implemented.

- Ensure staff are consulted on health, safety and wellbeing through departmental meetings and the various committees.

- Implement a Training & Development Programme for Health, Safety & wellbeing to include the extension of the H&S Induction/ annual awareness programme.

- Implementation of electronic system for Corporate Health & Safety Induction.

- Develop a culture of health, safety & wellbeing being an integral part of all services.

- Maintain Incident Management Programme and review incidents.

- Ensure Safety Statements as set out in the approved H&S programme are developed/ reviewed and implemented as required.

- Implement electronic system for undertaking SSWPs, Vehicle Checks, Temporary Traffic Management and Safety Inspections across high risk areas.

- Implement Inspection Management System & PAT testing for all work equipment.

- Continue to implement Management System for the use of Chemicals across high risk areas

- Continue with work station analysis programme to include working from home arrangements

- Review Occupational Health Policy and undertake Risk Assessments.

- Update COVID Safety Management System on a continual basis.

- Review, update and implement Policies & Procedures in the following areas:
  - ❖ Asbestos
  - ❖ Temporary Traffic Management
  - ❖ Emergency Callouts
  - ❖ Driving
  - ❖ Violence & Aggression.

- Organise promotional activities and issue regular newsletters.

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

HUMAN RESOURCES – 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.

- To ensure that there is an appropriately resourced, skilled and motivated workforce to meet the priorities and objectives of the Organisation and to ensure as reasonably practical the safety, health and wellbeing of all our staff.

- To manage health and safety so as to prevent injuries and occupational illnesses of employees and those affected by a Council work activity.

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 2021 ARE AS FOLLOWS:

- Continue to provide a strategic approach to human resource management to support delivery of corporate objectives.

- Develop an agile responsive Human Resource Service capable of meeting the fluctuating requirements of the Authority and our staff arising from the impact of the pandemic.

- Increase digitisation of Human Resource Management to support agile remote service provision both by the Human Resource Team and to the Authority as required.

- Provide strategic, proactive management and oversight to workforce planning. To include enhanced dynamic reporting of work force structures and reporting arrangements.

- Recruit staff in a timely manner in keeping within the approved workforce plan and available budgets.

- Seek to attract quality candidates and promote Kilkenny County Council as an employer of choice using career fairs, LGMA website, social media etc.

- Management of staff contracts and personnel records.

- Adapt the Induction Programme for new staff to reflect changing conditions and promote employee engagement and wellbeing.

- Assess requirements of staff and line managers, and implement a Training & Development Programme to meet organisational and staff needs. Provide line managers with information to allow them to identify the skills gap within their team through the provision of staff training history and information on potential courses.

- Implement the Council's Staff Performance Management & Development System in alignment with the national upgrade to CoreHR Management Information System.

- Implement the Council's Human Resource Policies. Implement a new structured programme of Policy communication to staff.

- Implement the Council's Attendance Management Policies with particular recognition to the COVID 19 impact. Human Resources will continue to support and assist Line Managers in managing absenteeism.

- Ongoing Implementation of Shared Payroll and Superannuation Service (My Pay).

- Implementation of upgrade of Core HR system and develop capacity within the HR Department for the optimal use of the CoreHR Management Information System.

- Develop a strong data analytics capacity and capability to produce targeted, analytical human resource reports to support senior management team oversight.

- Continue to utilise best practice and the appropriate industrial relations mechanisms, including third parties to resolve workplace issues. Maintain positive engagement with staff representatives and industrial peace.

- Continued implementation of the Local Authority People Strategy of 2018 goals to include:
  o Ensure organisation design and structure is appropriate for the delivery of corporate strategic goals and objectives.
  o Integrate the workforce planning process with corporate planning to identify and align resources and capacity with business objectives.
  o Develop a series of strategies and practices that will enable greater engagement.

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**

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 2021 ARE AS FOLLOWS:

- Prepare and complete the Internal Audit Plan 2021.

- Assist & facilitate the Local Government Auditor.

- Coordinate Internal Audit Plan with Local Government Auditor.

- Coordinate and disclose period system checks with Local Government Auditor.

- Address appropriately any issues raised in the Local Government Audit.

- Maintain and update Audit Recommendations Tracker.

- Facilitate four meetings of the Audit Committee in 2021.

- Carry out an in-depth examination of sample of Capital and Revenue Projects for the Quality Assurance Report of the Public Spending Code.

- Insure the Organisation as appropriate against relevant risks.

- 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.

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 2021 ARE AS FOLLOWS:

- Health & Safety – undertake schedule of inspections on works.

- Continue to implement actions under County Kilkenny Road Safety Plan 2015-2020 pending the process of preparing a new 10-year plan to mirror the upcoming national 2021-2030 plan expected end Q2 2021.

- Undertake Restoration Improvement/Restoration Maintenance/Discretionary works under 2021 Roadworks Scheme.

- Undertake Maintenance and Drainage Programmes as provided in the 2021 Roadworks Scheme.

- Undertake works identified under Low Cost Safety Schemes.

- Implement the Community Involvement in Road Works Scheme.

- Implement the Local Improvement in Road Works Scheme.

- Complete works prescribed under the Bridge Rehabilitation Programme for Non-national roads.

- Deliver the Winter Maintenance Plan 2020/2021 and prepare a plan for 2021/2022.

- Progress through the Statutory Planning & CPO stages for the N24 Carrick Road Improvement Realignment Project.

- Progress the N25 Waterford to Glenmore major scheme through phase 3, Preparation of documentation for Planning & CPO stages.

- Progress Network Safety Inspections *(HD15)* and temporary improvement scheme *(HD17)* schemes on the national road network.

- Progress the N24 Waterford to Cahir major scheme through planning and design phases.

- Progress the N24 Tower Road Safety Improvement scheme. Outstanding CPO procedures to be implemented, construction phase to commence late 2021.

- Progress the N77 Ballyragget to Ballynaslee Improvement Scheme. An Bord Pleanala decision on statutory planning and CPO applications decisions expected Q3 2021.

- Progress the N78 Castlecomer Pedestrian Bridge project. Construction to commence end of Q2 2021 and opening by Q4 2021.

- Progress the following National Road Pavement Schemes:

- N76 Kilbride to Ahanure *(Callan)* pavement *(Construction)*

- N77 Oldtown to Ballyragget Pavement Scheme *(Construction)*

- N10 Danesfort Pavement Scheme *(Design)*

- N76 Callan By-Pass Pavement Scheme *(Design)*

- Continue 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 11,500 public lights within the City and County.

- Kilkenny Northern Ring Road Extension – Continue to liaise with the Department of Tourism, Transport, and Sport with a view to obtaining funding approval to commence updated planning and design process for the scheme

- *Breagagh Valley Link:* This proposal will link the Western Environs to the Dean Street roundabout. Planning to include route selection will progress during 2021.

- *Loughmacask Link Road Phase 1:* This road is designed to connect the Freshford Road to the site of the new Kilkenny CBS secondary school. Planning will be commenced on this Scheme in Q1 2021.

- *Loughmacask Link Road Phase 2:* This road is designed to connect the Freshford Road to the Kilmanagh Road. A route selection process for this project to determine the most appropriate route will commence in 2021.

- *Breagagh Valley Linear Park:* Complete linear park design and submit funding application.

- Revise Kilkenny City Parking Bye-Laws.

- Complete enhancements programme funded under URDF Scheme for the City e.g. Parliament Street/ Vicar Street, lighting up of historic buildings on Medieval Mile and enhancement of shared space concept in the centre (30kph).

- Progress plans on connectivity between Riverside Park and Linear Park.

- Design and deliver development of Kilkenny City Centre Traffic Management Plan.

- Development of Improved Cycling Network for Kilkenny City.

- Progress plans for improved mobility in Kilkenny City to include pedestrian/cycling bridge crossings north and south of the centre.

- Progress Active Travel initiatives within City and County to include safe schools' zones.

- Improve connectivity in towns and villages.

- Continue to provide well maintained City and county towns/villages with planned environmental and amenity programme.

- Respond to emergencies as they arise in accordance with the Severe Weather Plan, Flood Response Plan and Major Emergency Plan.

LIHAF
- Western Environs – Complete construction of Kilkenny Western Environs Phase 1 Infrastructure Scheme.

- Progress planning of the South-North Link Road Ferrybank between Belmont Road and Abbey Rd in 2021

- Ferrybank Park – Complete construction of Ferrybank Neighbourhood Park *(March 2021)*

Flood Prevention
In partnership with OPW, progress the Flood Risk Management Plans - Manage and progress the 2 no schemes identified in Tranche 1 *(Graignamanagh and Ballyhale)* for Kilkenny by the OPW under the CFRAMS Report. The following schemes are identified in tranche 2 - Freshford, Inistioge, Thomastown and Piltown.

Public Lighting Energy Efficiency Programme
Kilkenny County Council is the lead authority for the implementation of the PLEEP for Kilkenny and 8 other counties in the Eastern Region. A Design Consultant has been appointed and it is expected to go to tender for the completion of the project later in 2021 with a view to works commencing in 2022.

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: Regional and Local Road Grant Works

WATER SERVICES - SEIRBHÍSÍ UISCE

Core Objective

The Council's 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.

KEY ACTIONS FOR 2021 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 in the county

- 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 Irish Water and Kilkenny County Council)* as set out in the Annual Service Plan.

Rural Water Programme
- Allocate grants and subsidies in accordance with Schemes and annual allocation.

- Monitor water quality in the Group Water Schemes.

- Continue to support and update Rural Water Committee on 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
W2: % of Registered Schemes monitored

DIRECTORATE OF

FINANCE, INFORMATION TECHNOLOGY, FACILITIES MANAGEMENT, PROCUREMENT, SPECIAL PROJECTS INCLUDING ABBEY QUARTER

STIÚRTHÓIREACHT AIRGEADAIS, TEICNEOLAÍOCHT FAISNÉISE & ÁISEANNA BAINISTÍOCHT, SOLÁTHAR, TIONSCADAIL SPEISIALTA LENA N-ÁIRÍTEAR CUR CHUIGE

ABBEY QUARTER

Core Objectives
The Core Objective is the redevelopment of the former Smethwick's Brewery Site which 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 Partnership, a partnership between Kilkenny County Council and the National Treasury Management Agency (NTMA) through the Ireland Strategic Investment Fund (ISIF). Kilkenny County Council will be responsible for the development of the extensive public realm areas proposed through the site.

KEY ACTIONS FOR 2021 ARE AS FOLLOWS:

- Completion of Phase 1 of Public Realm Areas in the Abbey Quarter, funded through the Urban Regeneration and Development Fund (URDF) and the European Regional Development Fund (ERDF) – works were delayed in 2020 due to the requirement to close the site for a period due to COVID 19.

  These works include:

  - Riverside Linear Park including Skate Park (to be completed in 2021).
  - Horse Barrack Lane (to be completed in 2021).
  - Brewhouse Courtyard (to be completed in 2021).
  - Mayfair Public Realm (to commence in 2021).
  - Renovation of the former Squash Court for Cultural use. (to be completed in 2021 subject to confirmation of URDF Phase 2 funding).
  - Refurbishment of the Tea Houses. (to commence in 2021 – refurbishment of second tea house is subject to confirmation of URDF Phase 2 funding).

- Commence the development the Mayfair Building for use as a City Library (to be commenced in 2021 subject to confirmation of the required funding).

- Prepare a Conservation Plan in partnership with National Monuments Service and the Office of Public Works for the Heritage Structures in the Abbey Quarter including St. Francis Abbey, Evans Turrett, City Walls and St Francis' Well.

- On receipt of planning decision from An Bord Pleanala for the Urban Park & Street Project *(decision expected in Q1 2021)*, progress the detailed design of the project to tender stage in 2021. The advancement of this project is subject to confirmation of funding under the URDF Phase 2 scheme *(application for funding made in 2020)*.

- Provide support to Kilkenny Abbey Quarter Development Ltd (KAQD) to complete construction on the renovation of the Brewhouse Building – project due to be completed in 2021, *(subject to COVID 19 delays)*.

  - Provide support to KAQD to advance proposals for the development of new building blocks on the Abbey Quarter site, with the first project expected to proceed to planning in 2021.

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
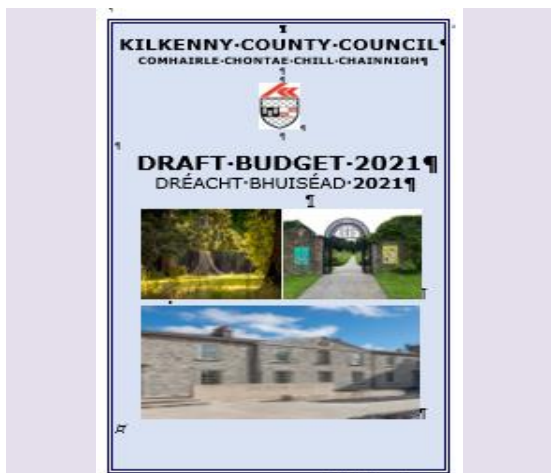
BROADBAND – LEATHANBHANDA

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 2021 ARE AS FOLLOWS:

- Facilitate commercial Broadband and Mobile operators with appropriate development strategies to maximize benefits and use for Kilkenny County Council and Kilkenny County.

- Work closely with the selected National Broadband Plan company NBI to maximise the broadband potential for County Kilkenny.

- Work with the community groups to implement the Broadband Connection Points project.

- Assist where possible with the rollout of broadband initiatives in line with the government national broadband plan.

- Develop a Digital Strategy for Kilkenny.

- Identify opportunities for expanding the MAN coverage via new infrastructure projects.

- Maximise the use of the Kilkenny MANs for Kilkenny County Council.

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

FINANCIAL MANAGEMENT & MOTOR TAXATION
BAINISTÍOCHT AIRGEADAIS & MÓTARCHÁIN

Core Objective

The Core 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.
- Ongoing monitoring of the impact of COVID 19 on the Council's Finances.
- Management of the Capital Budget to ensure expenditure does not exceed the funding available.
- Ensure 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.
- Ensure 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.
- Monitoring of the Council's cash position to ensure optimum use of the facilities available.
- 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 approved projects.
- Deliver an efficient / timely service in the Motor Tax Office.
- 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.
- Ensure that all goods and services, both Revenue and Capital are procured in a compliant manner to ensure value for money.

KEY ACTIONS FOR 2021 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.
- 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.
- Implement National Restart Grants and Rates Waivers Schemes.
- Complete the 2020 Annual Financial Statement for presentation to Elected Members within the statutory deadlines.
- Complete Budget 2022 within the statutory deadlines.
- Prepare three-year capital programme for the period 2021-2023.
- Arrange financing facility for the agreed capital programme.
- Issue all customer communications and respond to customer queries promptly.
- Monthly reporting on debt collection performance.
- Management of all Council assets and facilities.
- Provide regular updates to the Elected Members and the public on new legislation.

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 2021 ARE AS FOLLOWS:

- Continue to provide remote working facilities to staff during COVID-19

- Maintain security of the network and data.

- Complete the migration of servers to new domain.

- Increase Network speeds to key sites outside City.

- Continue to upgrade servers and PCs to latest software.

- Implement New Council Web Site

- Continue the rollout of CRM product.

- Support the National Broadband Plan through the Broadband Officer.

- Complete the SharePoint Migration project.

- Implement the new national e-planning system

- Start preparation for the new national housing management information system.

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.**

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 2021 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.

- Ensure that Service Areas are aware of and comply with any advice or instructions from the OGP or LGMA regarding best practice in procurement and public works arising from the COVID pandemic

- Ensure that Service Areas are aware of and comply with any advice or instructions from the OGP or LGMA regarding the procurement of goods, services or public works arising from the changed circumstances brought about by Brexit

- Encourage the move away from paper tenders to electronic tenders for all tenders above the national threshold.

- Review and update the Procurement Procedures Manual.

- Review the Corporate Procurement Plan to take account of recent changes with a view to making it more user friendly for Service Areas

- Promote the use of Environmental and Social Considerations in Public Procurement where possible across the organisation.

- Implement as far as practicable the new LGMA system for gathering and collating spend and arrangement data.

- Facilitate training of staff to broaden their knowledge of Procurement with particular emphasis on utilising National Frameworks.

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

DIRECTORATE

HOUSING, LIBRARY, ARTS, HERITAGE & FIRE SERVICES

STIÚRTHÓIREACHT

SEIRBHÍSÍ TITHÍOCHTA, LEABHARLANN, EALAÍON, OIDHREACHTA & DÓITEÁIN

ARTS - EALAÍON

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, advise and empower artistic activity throughout the City and County, to co-ordinate key cultural events, to manage community and educational programmes and to provide funding to festivals and infrastructure. Strategies include Kilkenny County Council (Arts, Heritage, Libraries) Cultural Strategy 2018-2022, funded in partnership with the Arts Council of Ireland, Kilkenny County Council and Arts Council Framework Agreement, Making Great Arts Work 2016 - 2025 *(Arts Council of Ireland)*.

KEY ACTIONS FOR 2021 ARE AS FOLLOWS:

Literature Programme
- Promoting public access, participation and engagement through:
  - *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.
  - *A Creative Writing Bursary* to support the creativity and wellbeing of young people.
  - *Adult Courses, Workshops and CPD Opportunities* facilitating beginner and emerging writers.

Community /Education / Lifelong Learning
- We will 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.
- *Open Circle Community Arts:* 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 in partnership with the Library Service.
- Provide support and advice to practitioners and communities.

Practitioner Professional Development
- **ArtLinks:** Professional development opportunities for emerging and professional artists in all disciplines in partnership with Carlow, Wexford, Waterford Local Authorities.
- Continue to develop our partnership with our ArtLinks partners.
- *ArtLinks Bursary Programme* for professional and emerging artists and artistic collaborations.
- Engage in the nationwide artist development scheme offering the opportunity for artists to develop their practice *(Platform 31)*.

Artists Supports and Grants
- Administer the following grants and bursaries:
  - Arts Act Grants – individuals and communities
  - Tyrone Guthrie Award
  - The Moth bursary
  - School subsidies
  - Ongoing support and advice to practitioners across all art forms.

Emerging Curator in Residence
- Enable resident Curator to gain experience and professional development in curating and managing exhibitions and events

Music Generation
- Support Kilkenny Music Generation Programme in partnership with Kilkenny/Carlow ETB.

Creative Ireland
- Devise and implement the Creative Ireland Programme in partnership with other relevant Departments.

Per Cent for Art
- A Per Cent for Arts Programme will be initiated, developed and implemented.

Other
- Continue to advice and support groups and individuals.
- Input to Arts Planning and relevant policy initiatives.
- Develop new methods of digital engagement.

Performance Standards
Performance under Arts will be assessed against the indicators 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, the objective is 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 2021 ARE AS FOLLOWS:

- Operate a strong and active Comhairle na nÓg structure in Kilkenny throughout 2021, focusing on schools who have not participated previously and young people from lesser heard communities.
- Comhairle na nÓg to develop one topic of concern to young people in Kilkenny and implement appropriate actions as necessary.
- Facilitate and support the operation of the DRUM youth café at MacDonagh Junction for 12- 18-year olds.
- Facilitate the operation of a Youth Café in the former Courthouse Castlecomer staffed by youth development workers.
- Children and Young Persons Services Committee (CYPSC). Support the interagency committee in delivery of the Strategic Plan through implementation of the Actions to improve service delivery for children and young people based on 5 outcomes:

  - ❖ active and healthy physical 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 including seed fund projects and Healthy Ireland funding.
- Support Ossory Youth in the delivery of programmes to young people in the County.
- Young Social Innovators – provide support to the running of the 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 these events for children and young people in Kilkenny.
- Capital Play & Recreation funding – access funding for recreation infrastructure targeted at children and young people.
- 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

CIVIL DEFENCE - COSAINT SHIBHIALTA

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 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 2021 ARE AS FOLLOWS:

- Increase the number of volunteers by 30% to the optimum number of 50 volunteers to maintain a core group of trained volunteers to respond to emergency requests.

- Maintain standards of readiness to respond in an emergency by ensuring a comprehensive training plan is in place.

- Provide support to the COVID Community Helpline and Forum and respond/assist the HSE on COVID 19 requests.

- Up skill the existing volunteers in line with National practices and standards.

- Continue to risk assess all core activities and ensure health and safety policies and procedures are in place.

- Maintain the capacity of the boat unit to respond to emergencies and maintain equipment available.

- Increase the capacity of the casualty unit through upskilling existing volunteer and recruiting new volunteers to the medical unit.

- Procure and maintain equipment to aid the appropriate response to an emergency.

- Develop a resilience desk to coordinate the response of available voluntary services during severe weather events.

- Maintain relationships with Principle Response Agencies (PRA) and the Major Emergency Management Team.

- 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 PRA's 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.

COMMUNITY & CULTURE - POBAIL & CULTÚR

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 to coordination, management of and improvement of coordination 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 2021 ARE AS FOLLOWS:

- Support the LCDC and its Sub Groups with regards to oversight and monitoring of the Local Economic and Community Plan (LECP) 2016-2021 and its implementation of annual action plans.
- Engage Stakeholders in a final review and update of actions in the LECP Implementation Plan for 2020-2021.
- Begin review process of the LECP in line with National Department of Rural and Community Development Guidelines.
- Maintain and manage the oversight and monitoring of the Social Inclusion and Community Activation Programme (SICAP).
- Implement Community Development funding programmes including SICAP, CLÁR, Community Enhancement Programme, Healthy Ireland Fund, Community and Cultural Capital Facilities Grant Scheme, Community Event Grant Scheme, annual direct funding contributions and small-scale financial support for social inclusion events.
- Support the Healthy Ireland Coordinator, the Healthy Kilkenny Working Group and the LCDC in the implementation of the Kilkenny LCDC Healthy Kilkenny Work Programme through the Healthy Ireland funding stream.
- To support the One-Parent Network Working group in the implementation of the Voice and Visibility Action Plan for One-Parent families in Kilkenny.
- Provide ongoing support to the Public Participation Network including the employment of the PPN Development worker and support worker.
- Support the Kilkenny Traveller Interagency Group and the Kilkenny Traveller Community Movement in undertaking a needs analysis and action plan to address service gaps for Travellers and to engage Travellers in local structures.
- To develop a streamlined approach to documenting and capturing the Funding Data Gathering and Mapping Exercise.

- To support the development of appropriate structures and mechanisms to implement actions in the Kilkenny Migrant Integration Plan 2021-2023.
- To establish an Intercultural Forum in partnership with County Kilkenny LEADER Partnership, the Public Participation Network and local ethnic minority and cultural groups.
- To support the engagement of ethnic minority and cultural groups to participate in local elections and politics.
- Develop a Community Grants Booklet and further develop the online One Stop Shop for Funding portal on the Kilkenny County Council Website.
- Deliver Rural Regeneration Development Fund projects in Callan and Thomastown.
- Develop Rural Regeneration Development Fund project applications in respect of Callan and Piltown.
- Deliver Town & Village Renewal projects and develop new projects for applications.
- Support Town Teams in the implementation of the Town Improvement Plans.
- Co-ordinate the Pride of Place programme in County Kilkenny.
- Support the Kilkenny Recreation & Sports Partnership.
- Support Estate Enhancement Programmes.
- Further develop the Kilkenny County Councils Quarterly Community Information Newsletters and other sources of interactive online communications.
- Deliver the Streetscape Paint Scheme for commercial premises in 2021.
- Support Climate Change Adaptation Plan.
- Implement objectives of the Culture and Creative Strategy 2018-2022 and implement a Creative Ireland Programme for 2021.

COVID 19
- Support the Community Forum and Community Call
- Implement the "Keep Well" Campaign and other COVID related policies/campaigns that may arise.

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)

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 2021 ARE AS FOLLOWS:

- Respond to fire and other non-fire emergencies – 24 hours a day 365 days a year.
- Review and adopt Fire and Emergency Operations Plan 2021-2026.
- Deliver the construction of a new fire station for Urlingford Fire Brigade.
- Identify site and plan for a new fire station for Kilkenny City.
- Implement a programme of community engagement measures including a Primary Schools Programme, a Road Safety Programme, Home fire safety visits, Fire Station Visits and Open Days and lunch time seminars for the construction sector. *
- Process Fire Safety Certificate applications and hold Fire Safety Clinics *
- Secure implementation of Fire Service Management System.
- Work with Waterford City and County Council to deliver a framework for the delivery of fire service requirements in South Kilkenny
- Implement Kilkenny Fire & Rescue Service Fire Safety Plan 2021-2026.
- Assess Licensing applications under Intoxicating Liquor, Dangerous Substances legislation
- Review of buildings under the Fire Services Acts *
- Review Major Emergency Management Plan
- Review and test Nitrofert Fertilisers in conjunction with AGS and NAS under Seveso Regulations *
- Review and implement Flood Emergency Response and Severe Weather Plans.
- Develop Pre-Incident Plans *
- Monitor all Fire Brigade response and attendance times
- Review of Safety Statements
- Implement Kilkenny Fire & Rescue Service Safety Management Plan 2021.
- Deliver quality training e.g. Initial Firefighting Skills, BA, CFBT initial, ECDL, ESDS, Emergency First Responder, CAFS, Pump Operators, ETM, CPC Wearers *
- Upgrade facilities in all fire stations as per Section 26 Plan.
- Upgrade of fire service vehicles as per the Section 26 Plan.
- Develop the IS/IT system for all stations and fleet integration.

Note * dependent on COVID-19 restrictions.

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

HERITAGE - OIDHREACHT

Core Objective
The Core Objective is the protection and sustainable management of Kilkenny's heritage for the benefit of current and future generations, by raising awareness, providing advice, developing/implementing policy, collecting data, promoting best practice, supporting the community to participate in the conservation and management of local heritage, and collaborating with Government Departments, state agencies and local authority colleagues to deliver national heritage priorities at local level.

Supporting Strategies
Working with the Kilkenny Heritage Forum the Council will co-ordinate implementation of the Heritage element of the Kilkenny County Council *(Arts, Heritage, Libraries)* Cultural Strategy 2018-2022.

Key national and county supporting strategies include: National Heritage Plan (Heritage 2030) (in preparation); Culture 2025 (A Framework Policy for 2025); National Biodiversity Action Plan 2018-2022; All Ireland Pollinator Plan 2018-2022; Irish Walled Towns Strategy 2020-2023; Decade of Centenaries Programme 2021-2023; The Biodiversity Climate Change Sectoral Adaptation Plan (2019); The Built and Archaeological Heritage Climate Change Sectoral Adaptation Plan (2019); National Inventory of Intangible Cultural Heritage; Kilkenny County Development Plan; Kilkenny County Council (Arts, Heritage, Libraries) Cultural Strategy 2018-2022; Kilkenny County Council Climate Adaptation Strategy 2019-2024; County Kilkenny Culture and Creativity Plan 2018-2023; Kilkenny Local Economic and Community Plan 2016-2021.

KEY ACTIONS FOR 2021 ARE AS FOLLOWS:

- Implementation of County Heritage Plan Programme.
- Implementation of County Biodiversity Plan Programme.
- Co-ordinate the Kilkenny Heritage Forum.
- Co-ordinate delivery of the Kilkenny Programme in National Heritage Week.
- Co-ordinate delivery of the Kilkenny element of the National Decade of Centenaries Programme.
- Co-ordinate Kilkenny County Council's implementation of All Ireland Pollinator Plan including coordinating the Local Authority Tidy Towns Pollinator Award.
- Co-ordinate funding applications and delivery of local projects for the National Community Monuments Fund.
- Co-ordinate heritage projects in the Kilkenny Creative Ireland Programme.
- Irish Walled Towns Network – co-ordinate funding application and programme of works on Kilkenny City Walls in partnership with the Municipal District of Kilkenny City.
- Implement and report on heritage actions in the Kilkenny County Council Climate Adaptation Strategy.
- Input Heritage Policy into the draft Kilkenny County Development Plan 2021-2027.
- Provide advice & support to communities on the care of historic graveyards through the Kilkenny County Council Graveyard Grants Scheme in partnership with Environment.
- Heritage input on local delivery of National Capital Programmes such as Urban Regeneration & Development Fund (URDF), Rural Regeneration Development Fund (RRDF), Town & Village Renewal Scheme, CLÁR Programme, Outdoor Recreation Infrastructure Scheme, Fáilte Ireland etc., as required.
- Co-ordinate heritage actions in the Kilkenny Keep Well Campaign.
- Implement & report on heritage actions in the Local Economic and Community Plan.
- Provide regular heritage communications via "Heritage News" ezines, kilkennyheritage.ie, press and social media.

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

HOUSING - TITHÍOCHT

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 2021 ARE AS FOLLOWS:

Housing Capital Delivery:
- Deliver as many new housing units as possible to meet delivery targets set by the Department of Housing while also meeting the requirements of COVID 19 regulations and restrictions.
- Identify and deliver innovative options for the delivery of homes through the regeneration of vacant and underutilised properties. Utilise Derelict Sites legislation (CPO) to acquire properties where necessary.
- Deliver universally accessible units for the provision of housing solutions to meet the needs of the elderly and disabled.
- Achieve the delivery of affordable housing through all available schemes including the Incremental Purchase Scheme and the Affordable Housing Scheme.
- Deliver additional short-term accommodation units to increase the provision of "own front door" emergency services.
- Liaise closely with the Department of Housing to secure timely draw down of funding under the capital delivery programme.

Approved Housing Bodies:
- Develop and implement an Approved Housing Body Register and compliance process.
- Operate a local and regional forum to consult with Approved Housing Bodies to meet their statutory requirements and assess compliance with governance and national regulation.
- Offer technical and funding support and advice services to Approved Housing Bodies delivering housing units in Kilkenny.

Disability Strategy:
- Review the Strategic Plan for Housing Persons with Disabilities in line with a new national strategy to be launched in 2021 in consultation with the Kilkenny Interagency Housing and Disability Steering Group.
- Complete the delivery of the de-congregation of St Patrick's and the Mental Health Transfer Project.
- Review the process of de-congregation in Kilkenny and to provide a written report on the learnings and achievements of that process.

Homeless Services:
- Provide a responsive and effective emergency homeless service to those in need of supports.
- Continue the operation of the Housing Action Team (HAT) to provide an interagency approach to source appropriate supports for homeless families in emergency accommodation and to avoid long term dependency on B&B/hotel accommodation.
- Implement a regional approach to the provision of homeless services.
- Manage the provision of emergency accommodation through the Good Shepherd Centre and own front door accommodation solutions.
- Implement an effective early intervention homeless prevention service to reduce the need for emergency accommodation solutions.

Housing Needs Assessment and Allocations:
- Carry out statutory housing needs assessments for 2021.
- Implement Choice Based Letting (CBL) as a means to allocate housing units in 2021.
- Implement the Scheme of Letting Priorities and review all transfer applications in line with that Scheme.
- Implement the Housing Assistance Programme to react as efficiently as possible to housing support needs in the private rented sector.
- Utilise the HAP Placefinder role to identify targeted solutions to meet identified critical housing need.

Tenancy Management:
- Implement the Interagency Anti-Social Behaviour Strategy.
- Carry out a rent review of all local authority, RAS and HAP rent accounts.
- Review the differential rent scheme to achieve a more streamlined process for the implementation of an annual rent review process.
- Commence the process of iHouse data entry and cleansing in preparation for a new national housing management information system
- Develop further the capacity of the Tenant Liaison team to deal with estate management and anti-social behaviour.
- Implement a targeted approach to tenancy sustainment through in-house tenancy support measures and the regional tenancy sustainment service.

Housing Stock Management:
- Agree and implement a strategy for housing asset management to include of a stock condition survey and planned maintenance procedure.
- Devise and implement a stock energy retro-fit programme based on needs assessment.
- Review vacancy rates and voids management to achieve improved turnaround of casual vacancies and short-term accommodation.
- Deliver a responsive and cost-effective reactive maintenance service meeting the health and safety requirements of both staff and tenants.
- Effectively manage all funding supports to maximise investment in voids management, retro-fit programming, extensions and adaptation measures.
- Target additional units under Leasing Options.
- Deliver a comprehensive private rented inspection programme, in line with health and safety requirements, utilising new technologies to achieve efficiencies.
- Commence the process of iHouse data entry and cleansing in preparation for a new national housing management information system.

Traveller Accommodation:
- Deliver on accommodation targets as outlined in the Council's adopted Traveller Accommodation Programme 2019-2024. Areas to progress include Rosbercon and St. Mary's Group Housing Scheme, Hebron.
- Support the ongoing work of the Local Traveller Accommodation Consultative Committee (LTACC)
- Facilitate the provision of tenancy and generic social supports to the Traveller community through the Council's Traveller Tenant Liaison Officer and Social Worker.
- Work in partnership with NGO & Statutory Organisations to enhance the health, welfare, educational and employment opportunities of the Traveller Community through the KTIG.

Housing Grants:
- Implement the single application process for Housing Adaptations for Older Persons & People with Disability Scheme to meet the highest priorities of need. Medically assessed needs to achieve hospital discharge to be highest priority for the allocation of funding.
- Manage the allocation of grants in accordance with health and safety requirements to protect applicants, health professionals, contractors and staff while maximising delivery of projects.
- Clear the backlog of medically assessed applications from 2020 before processing new applications for non-essential applications.

Housing Loans:
- Provide full services required under the Rebuilding Ireland Home Loan Scheme.
- Implement the Incremental Purchase and Tenant Purchase Schemes as appropriate to achieve affordable housing options to eligible applicants.

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

LIBRARY SERVICES - SEIRBHÍSÍ LEABHARLAINNE

Core Objective

The core objective for Kilkenny Library Service is to provide for the informational, educational, social and learning needs of Kilkenny citizens.

Supporting Strategies

The Supporting Strategies provide for the capital development of library infrastructure subject to available resources, working in partnerships with community groups, cultural organisations, statutory organisations and other groups 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, develop enhanced digital resources which take a dynamic approach to the changing landscape of knowledge, information access and technology strategically positioning services and library collections to reflect community and individual needs, continue to play a key role in collecting, preserving and communicating the local history, heritage and arts of County Kilkenny through the local studies service, deliver a high-quality library reader development and cultural programme which is community focused and cross sectoral, developing a marketing strategy and participate in a national promotional strategy for libraries, and continue to provide excellent customer service with a well-resourced/well-trained staff.

KEY ACTIONS FOR 2021 ARE AS FOLLOWS:

Infrastructure & Service Delivery

- Progress and develop the Kilkenny City and Thomastown Libraries.
- Develop a viable proposal for the development of a fit for purpose modern library in Callan.
- Make an application for the replacement of the existing mobile library vehicle.
- Repair Graiguenamanagh Library roof with support from Small Scale Capital Funding Grant.
- Review and implement a rolling annual programme of works to maintain and future proof infrastructure and vehicles.
- Assess feasibility of energy savings measures and investigate potential grant aid in conjunction with Energy staff, Kilkenny County Council and implement funding as appropriate.
- Ensure compliance with Health and Safety and Disability legislation and implement the approved library safety statement and increase staff awareness of same.
- Progress actions as agreed in the Climate Change Adaptation Strategy.

Workforce Development

- Progress and implement the agreed work force plan aligning to local and national priorities.
- Develop a training schedule based on workforce needs and customer expectations regarding service delivery and requirements. Implement recommendations arising from the national workforce development survey of all library staff.
- Liaise with HR Training Officer and Libraries Development and other relevant training suppliers/organisations to source and provide relevant training.
- Develop and implement in-house and online training where possible.
- Regularly review staff scheduling and roles and align staffing resources to service needs as per COVID 19 Government roadmap and priorities in line with national and local strategies.

Service Development
- Continue to provide a high quality blended digital and physical service as a hybrid model of delivery, responding to different service delivery levels as per Government COVID 19 guidelines and roadmap – Contact and Collect, Book and Browse and Door to Door Service.
- Continue to develop and design a range of varied, accessible programmes and initiatives in response to changing community needs and to support our current resources, ensuring a blended approach to accessibility.
- Continue to research and create quality driven and relevant content to target those who need it most. Maximise opportunities to market and promote library and cultural services to the wider community via local media, online and social media and support the national publicity campaign.
- Continue to increase engagement using both national and local platforms and media.
- 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. Access all funding opportunities by the Department to further develop and deliver services.
- Continue to play a lead role locally in the Coronavirus **COVID 19** National programme, Community Resilience Keep Well campaign and support/deliver relevant services/initiatives in partnership with other Kilkenny County Council staff/sections and local/national organisations.
- Ensure the library's collections reflect community and individual needs to ensure alignment of collections, both physical and digital, 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.

Collaboration & Partnership
- To support Kilkenny Age Friendly County Strategy 2017-2022, implement and deliver on actions.
- Rollout Age Friendly Libraries Digital Ambassadors Programme commencing with Graiguenamanagh Age Friendly Library, in collaboration with Age Friendly Ireland.
- Cultivate already existing collaborations and partnerships and create and develop new ones working with ETB, Kilkenny Childcare, Design and Crafts Council, Calmast, Lifelink, active retirement groups and Nala to promote the library as an accessible, cultural, community and educational space both physical and online.
- Increase engagement with citizens using LCDC and PPN structures and progress objectives in the LECP plan.
- Expansion of the Aistear project offering to local primary schools and crèches to a countywide offering.
- Development of First 5 Book Project in partnership with Early Learning Centres.
- Continue to work in close liaison with the Arts and Heritage Department fulfilling the aims and objectives of Kilkenny County Council's Cultural Strategy 2018-2022, The Creative Ireland programme and The Decade of Commemoration programme.

ICT & Digital Development
- 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 Library APP including self-check feature to allow ease of access to digital services.
- Continue to upgrade and invest in ICT infrastructure across the branch network. This includes broadband and Wi-Fi upgrades, firewalls etc. to improve Public Internet Access in Ferrybank and offer Mobile Wi-Fi printing in Ferrybank, Callan and Thomastown.
- Introduce footfall webcams and digital signage for traffic light access system in Callan and Thomastown Libraries to allow Book and Browse facilities in these branches during level 3 COVID 19 restrictions and for future use.

- Prepare and plan for the migration to a new national Library Management System with scheduled phases to include data extraction, catalogue preparation,3rd party product integration and staff and customer training.
- Continue to provide and promote the suite of 24/7 national online services to the public and amplify the digital offer by investment in new platforms e.g. Freegal -music streaming/downloading service and Comics Plus – graphic novels/comics streaming. Use a range of publicity channels physical and online to encourage usage for education, work and leisure.
- Increase our usage of social media platforms to deliver and 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.

Local Studies Service
- Continue to expand our digital offerings on the library website, the Kilkenny Digital Archive and on our social media channels
- Engage creatively with local studies content and make available visual and audio content of places and people of local historical interest.
- Provide access to and conserve Library archive collections.
- Provide access to and lend items from collections housed in the library store, through Libraries Ireland inter-library loan scheme.
- Expand and develop new collections on the Kilkenny Digital Archive. Focus on cultural collections and continue to publicise via multiple platforms.
- Engage with DR Ireland to showcase our archive collections both nationally and internationally.
- Continue to develop our 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.
- Continue to provide advice, support and referrals to family history queries and provide online supports and workshops when resources allow.
- Continue the retrospective cataloguing of old Irish themed non-fiction historical material.
- Continue to develop our Decade themed suite of online resources, workshops, podcasts etc. for both schools and the public.

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.
- Build further on our current evaluation approaches looking at effective evidence-based reporting to review statistical data for reporting bodies.
- Identify and develop local indicators, including online measurements 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.
- Continue to monitor and evaluate the My Open Library service in Castlecomer Library *(temporarily suspended due to COVID 19 restrictions)* and expand the My Open Library service to other branches.

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

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 2021 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:
  - o Outdoor spaces and public buildings.
  - o Transportation.
  - o Housing.
  - o Respect and Social Inclusion.
  - o Social participation.
  - o Communication and information.
  - o Civic participation and employment.
  - o Community support and health services.

- Prepare Kilkenny Age Friendly County Annual Report for 2020.

- Prepare a work programme for 2021.

- Establish a County Council Interdepartmental Age Friendly Working Group.

- Facilitate the ongoing Agency Reporting to the Alliance.

- Provide ongoing Support to the Kilkenny Older People's Council.

- Provide ongoing support to the Carlow Kilkenny Services Providers Forum.

- Facilitate the continued implementation of the Age Friendly Business Recognition Scheme for the wider County.

- Progress MacDonagh Train Station as an Age Friendly train station.

- 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.

DIRECTORATE OF

PLANNING, CLIMATE CHANGE, BUILDING CONTROL, PARKS, LEO/ECONOMIC DEVELOPMENT, TOURISM, MARKETING & VETERINRY SERVICES

STIÚRTHÓIREACHT

PLEANÁIL, ATHRÚ AERÁIDE, RIALÚ TÓGÁLA, FORBAIRT PÁIRCEANNA, FORBAIRT LEO / EACNAMAÍOCH, TURASÓIREACHT, MARGAÍOCHT & SEIRBHÍSÍ TRÉIDLIACHTA

AMENITY, SPORT & RECREATION
SPÓRT & CAITHEAMH AIMSIRE TAITNEAMHACHTA

Core Objective

The Core Object of the Parks Department is to promote and foster health and wellbeing for people of all ages across the county through the provision of active and passive recreational 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, Trail Kilkenny, Coillte, HSE and other relevant agencies and groups.

KEY ACTIONS FOR 2021 ARE AS FOLLOWS:-

Parks & Playground
- Provide assistance to community groups to plan, source funding for and develop community playgrounds and play spaces particularly focusing on areas in the County currently underprovided for.
- Maintain playgrounds to a high standard and provide assistance to support community playground groups across the county who also assist in their upkeep.
- Ensure playgrounds continue to meet the requirements of European Standards EN1176 and EN1177 which relate to playground safety of equipment and safety surfacing.
- Continue to implement weekly (in house), quarterly and annual (independent) playground inspection regimes for 31 playgrounds in the county and address maintenance and operational issues where relevant in a timely manner.
- Plan for future development provision and upkeep as playgrounds age and require replacement and identify / lever capital funding to assist with same
- Continue to develop Ferrybank Park which was opened in 2020 with applications to Sports Capital for a new all-weather mini pitch.
- Continue to maintain and improve Garringreen Neighbourhood Park, Newpark Marsh and Park and the River Nore Linear Park.

Sports Pitches
- Enter into short term lease agreements with sports clubs to allow them access to Council owned pitches for games and training. There are currently 5 pitches in total available for lease.
- Facilitate clubs into entering into long term lease arrangements to enable them to access grant assistance where appropriate.
- Continue to maintain pitches, upgrading areas of wear and tear where relevant.
- Continue weekly inspections of goal posts as per recommended safety guidelines.
- Undertake weekly inspections of Multi Use Games Areas (MUGAs) at Newpark, Garringreen and The Butts.
- Apply to Sports Capital for funding for upgrade of older MUGAS.
- Development of a new MUGA at Ferrybank Neighbourhood Park.

Kilkenny Greenway
- In conjunction with our partners Wexford and Waterford Local Authorities, assist in the construction of the 24km South East Greenway located between Ferrybank, South Kilkenny and New Ross, County Wexford, and ensuring the €15.7m funding support approved by the Department of Tourism, Transport and Sport is fully utilised
- Continue to engage with landowners for the duration of the project in relation to accommodation works along the 24km Greenway.

- Consult with residents of Ferrybank to agree suitable location for Greenway car park in Ferrybank and for pedestrian access points to improve permeability/accessibility to the Greenway.
- Apply for planning permission and develop the remaining public car park along the Greenway, namely at Ferrybank. Planning permission for 2 public car parks has been approved in 2020, at Glenmore and in New Ross.
- Continue to identify and deliver connectivity links from the Greenway to urban settlements in the vicinity of same including Sileverue and Glenmore.
- Work in conjunction with our neighbouring Local Authority Partners to ensure connectivity to the Kilkenny Greenway from the Red Bridge Walking Trail in New Ross and future Rosslare to Waterford Greenway, currently at pre planning stage. Carry out feasibility study on connecting New Ross to St Mullins and onward to Graiguenamangh.

Woodstock Gardens
- Maintain and upkeep newly refurbished walkways from Inistioge village to Woodstock Gardens.
- Continue to seek funding for development of further phases of the trails towards the Red House and Waterfall to the south and Mount Alto to the west through Outdoor Recreational Infrastructure Scheme (ORIS) and the Neighbourwood Scheme.
- Continue to build on links connecting the village community to Woodstock Gardens following successful completion of the woodland trails which physically link both areas and building on relationships established during the Entente Florale and Tidy Towns competitions.
- Market and promote the Gardens to target potential visitors.
- Continue to promote a wide variety of outdoor events to attract members of the public to the gardens, e.g. Schools Orienteering, Dawn Chorus, Light Up Gold, Tree Day, Kilkenny Day, Yulefest Trail.
- Promote environmental education through the Forest Schools Programme and guided nature walks and talks.
- Make the Gardens available where appropriate for weddings and other private events
- Run events to coincide with Play Day and Heritage Week.
- Implement a planting programme to replace valuable specimen trees lost due to storm damage to maintain the quality of the planting in the arboretum for future generations.
- Upgrade the Winter Garden formal planting scheme to provide year-round interest.
- Continue to offer garden tours to visitors and provide a mobility service for the less able bodied.
- Continue with other improvements throughout the Gardens, such as new timber hoarding to rear of House, complete Pergola, continue to provide specimen tree information plaques etc.
- Complete enhancement works to Tea Room by 31st March, 2021.

Annual Tree Planting and Tree Surgery Programme
- The Parks Section is committed to planting trees in public places in the city and county in association with community groups and in support of our objectives under the Climate Change Adaptation Strategy. The trees will be predominantly native species and or pollinator friendly and will be semi-mature at planting as appropriate and subject to COVID Restrictions.
- Continue community planting schemes in association with community groups.
- Assess the health of trees in public places around the county and organise tree surgery based on sound arboricultural principles.
- Continue to advise on landscaping design for urban streetscape enhancement schemes.

Amenity Grants

- Invite applications for amenity grants to support communities and resident associations to maintain their local areas.
- Assist communities with relevant advice in relation to planting schemes, pollinator planting and meadow management.
- Process all valid grant claims by year end.
- Support the objectives of the All Ireland Pollinator Plan by encouraging groups to manage areas in a more sensitive manner for habitat and pollinators.

Maintenance of Residential Amenity Areas

- The Parks Department manages grass cutting in parks and playgrounds across the city and county and in certain residential estates where the size of the grass area warrants assistance to residents.
- The Parks Department will seek to convert locations currently intensively managed to meadow grassland in support of pollinators and biodiversity.
- Support community groups through advice to maintain open space areas in a more sustainable way

Trails & Walks – ORIS funded schemes

- Source funding from the ORIS - Outdoor Recreational Infrastructure Scheme – to develop further walking trails in Kilkenny, to include Woodstock, Tory Hill and Browns Wood Freshford. Applications to continue second phases of trail development in these locations have been made and works will commence in 2021 if successful
- Seek funding for the second phase of development of the Moat Field in Callan with an application to ORIS 2021.

Planning and Development

- Progress proposals to repurpose the closed 17-acre landfill amenity site at Dunmore into a Biodiversity and Recreational Countryside Park.
- Explore the development of an overall masterplan for a local recreational amenity at St Canice's site in conjunction with the HSE, KRSP and local clubs.
- Assist in the master planning for the Breagagh Valley Linear Park and connectivity into City Centre.
- Assist the Planning Section in the proper planning and development of Kilkenny by having input into masterplans and planning applications.

Performance Standards
Performance under Amenity, Sport and Recreation will be assessed against the standards as 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 local economy of Kilkenny and enterprise development 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 (LECP), through projects and measures to improve and promote 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 strategic development sites including the Abbey Quarter in Kilkenny City, co-ordinate economic development activities of the Council in conjunction with the Strategic Policy Committee for Economic Development, Enterprise Support, Tourism, Planning & Development Policy (SPC1) and the Local Community Development Committee (LCDC).

KEY ACTIONS FOR 2021 ARE AS FOLLOWS:

- Support the delivery of the LECP Economic Actions Implementation Plan for 2018-2021.
- Promote the '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 (EI).
- 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.
- Continue to promote online "Shop Local" and support existing and new Kilkenny businesses.
- Promote Kilkenny as a centre for a campus for the Technological University for the South East;
- Continue to support the development of PACE and C4D.
- Identify and pursue funding opportunities to assist in the economic development and job creation, including grants under the URDF and REDF.
- Deliver on the Local Enterprise Office (LEO) Annual Action plan as agreed with EI.

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. The Council will also monitor the number of IDA itineraries, IDA assisted investments, and EI assisted investments.

Economic Development (J1 to J3) as follows:
J1: No. of jobs created with the assistance of the LEO
J2: No. of Trading Online Vouchers Approved by the LEO
J3: No. of mentoring participants

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 50% by 2030 *(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 2021 ARE AS FOLLOWS:

- Obtain ISO 50001 Energy Management accreditation in Quarter 1 2021.
- Monitor and deliver Energy Action Plan 2021.
- Energy Team to meet every 2 months and actively work to reduce energy consumption across organisation.
- 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 national energy-efficiency savings requirement of 50% by 2030 (using 2009 data as a baseline year).
- 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 buildings with a floor area of 250m2 that are frequently accessed by the public.
- Develop the Covenant of Mayors Sustainable Energy Action Plan 2 and gap analysis to the Sustainable Energy and Climate Action Plan 2030
- Investigate potential funding opportunities for energy efficiency projects in Kilkenny.
- Run an Energy Awareness campaign in County Hall in partnership with the OPW's Optimising Power at Work.
- Carry out energy audits/register of opportunities for Council buildings to identify energy saving opportunities.
- Continue to work with the Council's in-house Street Lighting Team, acting as the contracting authority for the Eastern Region, with respect to the roll-out of the Local Authority Public Lighting Energy Efficiency Project.
- 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 2021.
- Carry out pilot energy efficiency (Eco) driver training for local authority fleet operators in 2021.
- Commence preparation of Energy Action Plan for 2022.

Performance Standards

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

ENVIRONMENTAL PROTECTION - COSAINT COMHSHAOIL

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 Sustainable Energy Action Plan for 2021 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.

KEY ACTIONS FOR 2021 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.
- Continue to support the operation of the waste recycling and disposal centre at Granny, South Kilkenny.
- Operate 46 bring centre recycling facilities throughout the county.
- Identify new locations for roll-out of additional bring centre recycling facilities.
- Commence Phase 2 of the Bring Centre Signage Up-grade Scheme, subject to funding.
- Monitor performance of new Textile Recycling Service Provider.
- Prepare and implement the RMCEI Waste Environmental Inspection Plan 2021 *(Recommended Minimum Criteria for Environmental Inspections)*.
- Prepare a new Litter Management Plan 2021-2023 for adoption by the Council. In the interim litter enforcement and education and awareness initiatives will continue.
- Kilkenny County Council is part of the Southern Region for waste management purposes along with Carlow, Clare, Cork, Kerry, Limerick, Tipperary, Waterford and Wexford counties. The Region will continue its work to meet the Southern Region Waste Management Plan objectives in 2021.
- Prepare and implement an Environmental Education and Awareness Strategy 2021.
- Continue to promote waste prevention community initiatives and support businesses with greening initiatives to improve their environmental performance.

- Assess Waste Permit applications and issue permits and registration certificates.
- Implement street cleansing and litter management programme.
- Review Temporary Signage Policy.
- Continue to implement the County Kilkenny Waste Management Bye-laws, 2018.
- Advance the Local Authority Historic Landfill Assessment and works Programme: Funding Application for €206K has been submitted to the Department of Environment Climate & Communications for 9 sites in 2021. Progress works if funding is approved.
- Continue to assess planning application referrals with respect to environmental protection.

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.
- Co-ordinate Anti-Litter/Anti-Graffiti Awareness Community funding and Community Action grants to community groups.

Water Quality
- Kilkenny County Council is joint Lead Authority with Tipperary County Council in delivering the Local Authority Waters Programme (LAWPRO). The programme is a shared service working with Local Authorities and State Agencies to develop and implement the River Basin Management Plans in Ireland, as required under the EU Water Framework Directive.
- The Environment Section will 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.
- Collaborate with LAWPRO in the development of the National River Basin Management Plan 2022 to 2027. 14 areas for action identified in Kilkenny. Public Consultation expected to commence in 2021 for the new draft plan.
- Prepare and implement RMCEI Water Quality Environmental Inspection Plan 2021, to include for inspection of rivers, businesses, c.30 septic tanks and c.80 farms.
- Assess Discharge Licence applications and Nutrient Management Plans and issue authorisations.
- Continue reviews of existing discharge licences and issue revised authorisations.
- Participate and monitor the National Sampling Programme for the Water Framework Directive.
- Review and update the Coastal Pollution Plan.
- Review and update the Environmental Sub-Plan of Major Emergency Plan.
- Review of Water Quality results for the relevant river Catchment Areas in Kilkenny.
- Target riverbank walk & catchment assessment training for staff.
- Engage with local communities and citizen science groups to identify locations for targeted assessment and inspections.
- Continue to assess planning application referrals with respect to environmental protection.

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.
- Continue to work in partnership with Kilkenny Water Safety and Water Safety Ireland.

Air Quality& Noise

- Promote local awareness of air quality.
- Provide live feed link to County Council website from Air Quality Monitoring station at Castlecomer Area Office and Thomastown, to collect and compare before and after data re Smokey coal ban.
- Implement Smoky Coal Ban and Solid Fuel Regulations.
- Manage registration of facilities under Deco Paints & Solvents Regulations.
- Liaise with Fire Service on dangerous substances and petroleum vapours legislation.
- Assess Air Pollution licence applications, and monitoring of existing licences.
- Seek to incorporate Quite Area locations into the Draft County Development Plan.
- Continue to assess planning application referrals with respect to environmental protection.

Veterinary Services

- Implement SAI Service Contract on Food Safety for Counties Kilkenny and Carlow.
- Regulate Dog Breeding Establishments in accordance with the Dog Breeding Establishments Act 2010 as amended.
- Administer the operation of the Carlow Kilkenny Dog Shelter.
- Liaise and work with service provider on enforcement under the Control of Dogs Act 1986 as amended.
- Liaise and work with service providers on enforcement under the Control of Horses Act 1998.
- Adopt & implement new Control of Horse Bye-Laws for County Kilkenny.
- Continue to work through the Animal Welfare Committee to ensure adherence to the Council's Animal Welfare Standards for Dogs and Horses.

Climate Action

- Continue co-operation with and support of the 3CEA (Three Counties Energy Agency) over a broad range of energy projects.
- Delivery of the Climate Change Adaptation Strategy 2019-2024 and the Sub-Action Plan for 2021 through the newly established Climate Action Steering Group.
- Undertake an end of year review of Climate Change Adaptation Strategy 2019-2024, Sub-action Plan 2021 and prepare new Sub-action Plan for 2022. Submit findings to DCCAE.
- Support the implementation of the national climate policy as set-out under the Climate Action Plan in our role as Partner Local Authority for the Eastern & Midlands Climate Action Regional Office (CARO).
- Support the 3CEA and E&M CARO in the application process to the SEAI to develop an Energy Bureau to assist the Local Authorities in the region to meet their 2030 Energy Efficiency and Carbon Emission Targets.
- Submit application to the DAFM under the "Woodland Creation on Public Lands Scheme" utilising unused lands in Kilkenny County Councils ownership.

Burial Grounds

- Operate 14 active burial grounds throughout the County.
- Continue to review and up-date mapping of 14 active burial grounds to determine capacity.
- Prepare Burial Ground Maintenance and Development Strategy.
- Administer the Graveyard Grant Scheme.
- Finalise condition survey of historic burial grounds vested in the Council.

Casual Trading

- Issue licences for designated casual trading bays in urban areas throughout the County.
- Undertake review of Casual Trading Bye-laws for the County.

Environmental Information

- Process requests for environmental information under Access to Information on the Environment Regulations.
- Develop Procedures Manual for Environment Section.

Customer Service

- Continue pilot of the Customer Relations Management (CRM) system in Environment Section.
- Continue to respond to environmental complaints from members of the public.

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

E5: Energy Efficiency Performance

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 summarised below:

- *Strategic Objective 1: P*rovide 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 2021 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 the Ireland South East Development Office.

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

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, develop and implement planning policy and objectives through the City & County Development Plan, Local Area Plans and Masterplans, oversee an effective development management process, and promote the sustainable development of the City & County. This will ensure an enhanced physical and socio-economic infrastructure, assisting in creating sustainable economic growth and driving a better quality of life for all.

Supporting Strategies

This will be achieved through the delivery of a high-quality customer-oriented planning service, encompassing: pre-planning consultations, planning assessments, efficient decision making and enforcement processes to our customers in an effective, professional and customer friendly manner.

Amongst the supporting strategies are the regular review of plans and policies and providing for the strategic planning of: Kilkenny County, Kilkenny City & Environs as a Key Town within the RSES, & Ferrybank/Belview promoting the Waterford MASP, providing for the development of sustainable neighbourhoods, protecting the built and natural environment, and working in partnership with key stakeholders in the implementation of all National and Regional Plans and Guidelines.

KEY ACTIONS FOR 2021 ARE AS FOLLOWS:

Forward Planning
- Continue review of City and County Development Plan 2021 with the publication of material amendments, if any and adoption.
- Continue to implement the delivery of funding under the Urban Regeneration & Development Fund (URDF).
- Complete and adopt the Graiguenamanagh Local Area Plan (LAP) with publication of material amendments, (if required).
- Review and amend LAPs for Ferrybank/Belview, Callan, Castlecomer, and Thomastown to ensure compliance with the RSES and CCDP, and review Graiguenamanagh LAP following adoption of the Carlow County Development Plan.
- Co-operate with Waterford City and County Council in implementing the objectives for the Waterford Metropolitan Area Strategic Plan
- Complete the following Masterplans:
  - The Loughmacask area of Kilkenny City.
  - The Fair Green area of Kilkenny City.
  - The St. Canice's Hospital lands at Lacken in Kilkenny City.
- Devise a Masterplan for "The Hub" site in Graiguenamanagh.
- Complete and adopt the Kilkenny City Local Transport Plan.
- Develop a 10-minute city framework for Kilkenny City to map and identify infrastructural requirements to support the '10 minute' City.
- Develop a Metropolitan Area Transport Strategy for the Waterford MASP area in partnership with Waterford City and County Council, the NTA, TII and other stakeholders.
- Update and publish Quarry Register.
- Prepare best practice design guidelines for the provision of cluster housing in rural settlements and nodes of the County.
- Develop a programme for 'new homes in small towns and villages' in conjunction with public infrastructure agencies such as Irish Water and local communities on the provision of Serviced Sites under objective 18b of the NPF.
- Prepare and introduce a set of Shopfront Guidelines for the City & County.

- Compile an analysis and a development guidance criterion for housing opportunities in Kilkenny City's backland areas, underutilised lands and brownfield sites.
- Continue to implement and monitor the Vacant Site Register and the levy.
- Continue to maintain the Derelict Sites Register and use legislation to remove dereliction.
- Continue to implement an Active Land Management Policy through the coordination of vacant sites and derelict sites legislation and the vacant homes unit to proactively deliver housing development.
- Commence review of and adopt a new Development Contribution Scheme

Development Management
- Manage planning applications as submitted to the Council and ensure planning decisions are transparent and are decided in accordance with statutory requirements.

Taking in Charge
- Advance Taking in Charge (TIC) for 18 schemes in the County with TIC to be completed for a minimum of 11 developments in 2021.
- Monitor bonds on a monthly basis and submit claim on bonds as required.
- Risk minimisation on residential developments through bond compliance.

Enforcement
- Investigate all planning complaints within 6 weeks of receipt
- Take appropriate enforcement action in respect of breaches of planning legislation as required.

Conservation
- Provide conservation advisory service to the public and to the Council regarding works to architectural heritage in Kilkenny City and County.
- Continue to work with all stakeholders for the strategic and appropriate development of historic and cultural sites in the County.
- Manage the delivery of conservation grants for Kilkenny County Council.
- Continue to support applicants availing of the Living City Initiative within Kilkenny City.
- Continue the review of a select number of protected structures on the Register of Protected Structures (RPS).

Building Control
- Promote & Enforce Building Regulations and Construction Product Regulations
- Implement and manage the BCMS system.
- Continue to carry out targeted Building Control Inspections to achieve an inspection rate of (15-20)%.
- Continue to process Disability Access Certificates.

Administrative
- Continue to implement National e-planning project.
- Implement a new IT system to manage enforcement functions/actions.
- Implement the provisions of the Planning and Development *(Exempted Development) (No.2)* Regulations 2019 in relation to short term letting within the designated areas in County Kilkenny.
- Improve the technology available for the public through the Council's web site and at the public counter in County Hall and in the Council's Area Offices in order to improve the delivery of information and pre-planning clinics to the public. It should be noted that Covid restrictions has resulted in an increase in telephone queries to the Planning Department and an increase in staff resources to process these queries.
- Continue to update and revise the Planning Department's Procedures Manual.

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

TOURISM - TURASÓIREACHT

Core Objectives

The Core Objective is to support tourism development throughout County Kilkenny, working with key stakeholders – public and private, voluntary and professional to implement Kilkenny's Statement of Tourism Strategy and work Programme 2017 – 2022. 2021 will be a challenging year as the Tourism Industry in Kilkenny learns to live with changing COVID 19 restrictions and again re-opens to welcome visitors, national and possibly international back to our City and County. Kilkenny's position as the finest Cultural and Heritage destination in Ireland needs to be maintained while our reputation for being a wonderful small, walkable city with a great Outdoor Offering throughout the County needs to be nurtured.

Supporting Strategies

The supporting strategies include implementing the Government's Tourism Recovery Plan 2020 – 2023 and delivering the Tourism Recovery Taskforces' Destination Resilience Plan for 2021.

Kilkenny County Council will work closely with Fáilte Ireland and all other stakeholders to develop Kilkenny's "Tourism Resilience Plan". We will continue to support local agencies to promote Kilkenny as a marketing proposition and as a destination, to develop Kilkenny's festival calendar, to enhance the collaborative engagement with all stakeholders, to support a world class visitor experience and continue to strive for excellence in standards, to maintain a high level of visibility for Kilkenny and to identify and exploit opportunities presented by Ireland's Ancient East, Discover Ireland, consistent with Kilkenny's history and heritage and in developing our Outdoor Experience for both the domestic and international visitor.

KEY ACTIONS FOR 2021 ARE AS FOLLOWS:

- **Support & Development of Local Tourism Governance Structures:**
  Support the delivery of the Council's strategic policies in Tourism through participation and implementation of the following:

  o Council meetings and SPC1 Economic Development.
  o Abbey Quarter's tourism impact
  o Kilkenny Local Economic and Community Plan strategic tourism objectives
  o South East Action Plan for Jobs
  o Fáilte Irelands Action Plan for Ireland's Ancient East
  o National Tourism Recovery Plan 2020-2023
  o Kilkenny Recovery Taskforce Resilience Plan 2021
  o Promote the new Kilkenny Brand – Best of Ireland, Come See Come Do in conjunction with network of tourism stakeholders.

- **Support Kilkenny Tourism CLG, through:**
  o Monthly Meetings,
  o Workshops,
  o Marketing and public relations initiatives,
  o Business support and advice to trade (existing and new),
  o Hosting and further development of the Visit Kilkenny website.

- **Development of Kilkenny's Tourism Product/Experience:**
  Notwithstanding the severe impact COVID 19 has had on the tourism sector, Kilkenny County Council will continue to develop the tourism offering in Kilkenny focusing on:

  o Developing and adding depth to Kilkenny's Tourism Experience by implementing the Orientation and wayfinding plan for Kilkenny approved under Destination Towns initiative.

- o Developing and delivering a unified tourist attraction at the Tholsel and Medieval Mile Museum.

- o Developing and implementing a Visitor plan for the South East Greenway.

- o Supporting Butler Gallery to enhance the visitor experience at Evans Home.

- o Seeking opportunities to further implement the Woodstock/Inistioge business plan.

- o Working with Kilkenny's Festivals and Events organisers to support Kilkenny's reputation as an international festival destination.

- o Selecting, preparing and delivering ORIS funding schemes across the County to enhance Kilkenny Outdoor Tourism offers countywide.

- o Working with local communities and businesses to expand the tourism offering of County Kilkenny.

- o Working with Kilkenny Tourism and Fáilte Ireland to support and further develop a Marketing and PR Campaign to promote Kilkenny both nationally and internationally as a top class tourist destination.

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. In addition, the objective will be to increase the overall number of visitors to County Kilkenny and the tourism spend as per the Fáilte Ireland reports on tourism performance.

Economic Development (J4) as follows:
J4: Tourism Strategy & Tourism Officer