

KILKENNY COUNTY COUNCIL

COMHAIRLE CHONTAE CHILL CHAINNIGH



SERVICE DELIVERY PLAN

PLEAN SEACHADADH SEIRBHÍSE

2020



**Approved by Elected Members at Monthly Meeting
held on Monday, 17th February, 2020**

NOTE FROM THE CHIEF EXECUTIVE

The Annual Report for 2019 will reflect a busy year across all our services and we start 2020 with positivity.

2020 will see the completion of a number of significant Capital Projects:

- the refurbishment of the Brewhouse in the Abbey Quarter.
- the Riverside Park and Skateboard Park on the Abbey Quarter.
- the infrastructure to open up the Breaghagh Valley.
- the refurbishment of Evans Home for Butler Gallery.
- the Neighbourhood Park in Ferrybank

along with many smaller projects, but equally important projects, across the county.

It will also see the commencement of other projects including the:

- Kilkenny Greenway
- The refurbishment of the Tholsel [*subject to grant aid*].
- The Mayfair Library.

Meeting the housing needs has proven challenging nationally and locally. 2020 will see the rewards of a couple of years of planning come to fruition. We are on site constructing houses at a number of locations across the City and County including Castlecomer, Callan, Ballyraggett, Piltown, with many more schemes progressing through planning. We will continue to work in partnership with the Approved Housing Bodies and the private sector to meet the housing need.

The Councils work impacts on the lives of our citizens and communities on a daily basis. We will strive to deliver the best services we can for the resources available. We will work in partnership with other agencies where appropriate to deliver for the people of Kilkenny.

The 2020 Service Delivery Plan reflects the breadth of the Council's work from Roads to Economic Development, Library Service to Environment support services such as IT and Human Resources which are essential to allow us to work efficiently.

It is the responsibility of all of us who work on behalf of Kilkenny County 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 visitors and our business sector.

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

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INTRODUCTION - RÉAMHRÁ

Mission & Values

The Council's Mission Statement and its Core Values & Principals 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 2020. It also identifies the performance standards for the services.

In delivering this ambitious programme of work, the Council recognises the need

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

The Service Delivery Plans in this document provides much detail on services/actions to be delivered in 2020, however it is important to set out at the outset the strategic priorities for Kilkenny County Council for the coming year.

1. **Housing:** We will progress the delivery of additional units of accommodation as set out in Rebuilding Ireland
2. **National Planning Framework 2040 and National Development Plan 2019 – 2027:**
It is important that Kilkenny position itself to maximise its potential under the National Planning Framework and National Development Plan. To this end we will focus in 2020 on preparing a vision for Kilkenny City and Environs 2040 and we will work with Waterford City & Council to develop a vision for the greater Waterford City area for 2040, with a view to bidding for capital funding.
3. **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.
4. **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 2020.
5. **Third Level Education:** As work progresses on the delivery of the Technology University for the South East (TUSE) it is important that Kilkenny positions itself to achieve the objective of having a campus of the Technology University for the South East in Kilkenny City.
6. **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.
7. **Development of Culture Quarter:** Arts/Culture Heritage is synonymous with Kilkenny. We will complete the upgrading of Evans Home in early 2020 as the new home for the Butler Gallery and progress the development of the new City Library in the Mayfair Building.
8. **Infrastructure:** We will progress plans and seek funding for strategic infrastructure to support the development of Kilkenny County & City including the Breagh Park, Breagh Valley Infrastructure, the completion of the Northern Ring Road Extension, major upgrade/realignment to the N24, N25, & N77 routes.
11. **Flood Schemes:** In partnership with OPW we will progress the 6 schemes identified in the CFRAMS Studies.
12. **Kilkenny Greenway:** We will commence work on the Kilkenny Greenway to link Waterford City to New Ross.
13. **Dubai Duty Free Irish Open:** In May 2020 the Dubai Duty Free Irish Open will take place in Kilkenny and we will work to deliver a good experience for all who attend and get maximum publicity for Kilkenny.

**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 2020:

- Provide ongoing advice & guidance by the Chief Executive and staff to elected members in relation to the strategic direction of the Council, in the exercise of its reserved functions, in support of the policy making role of the elected members and in the delivery of day to day services.
- Organise and provide support/advise to all statutory Meetings of the Council including Strategic Policy Committees, Municipal Districts, Joint Policing Committee and other meetings of the Council/Committees as required.
- Provide the Chief Executive's report to members on a monthly basis on information and reports on key Council activities.
- Provide ongoing administrative support to the Cathaoirleach/Mayor in his/her role.
- Ensure preparation & adoption of a Schedule of Municipal Works by each Municipal District by the 31st March 2020.
- 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.
- Prepare and adopt the Service Delivery Plan for 2020 by March 2020.
- Prepare and adopt the Annual Report for 2019 by April 2020.
- Ensure publication of the Register of Electors in February 2020, the ongoing maintenance of the Register and publication of the Draft Register in November 2020.
- 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 review of Council's websites.
- Co-ordinate the submission of data to LGMA to facilitate publication of 2019 Performance Indicators.
- Support staff with compliance of Data Protection Legislation.
- 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.
- 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 2020 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 2020 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.
- Develop a culture of health, safety & wellbeing being an integral part of all services.
- Develop an Incident Management Programme
- Ensure Safety Statements as set out in the approved H&S programme are developed/ reviewed and implemented as required.
- Implement Inspection Management System & PAT testing for all work equipment.
- Implement Management System for the use of Chemicals.
- Continue with work station analysis programme.
- Review Occupational Health Policy and undertake Risk Assessments.
- Review, update and implement Policies & Procedures in the following areas:
 - ❖ 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 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, to ensure as reasonably practical the safety, health and wellbeing of all our staff and 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 there is 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 2020 ARE AS FOLLOWS:

- Continue to provide a strategic approach to human resource management to support delivery of corporate objectives.
- Provide strategic, proactive management and oversight to workforce planning.
- Recruit staff in a timely manner in keeping within the approved workforce plan and available budgets. Compile quarterly projection plans for recruitment to align with priorities.
- 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.
- Continue the successful implementation of the Induction Programme for staff. Assess and implement as appropriate, additional supplementary resources that may add value to the ongoing induction and development of our staff such as online eLearning resources and the LGMA promotion of Local Government Services as part of the Employer of Choice initiative.
- Implement the Council's Staff Performance Management & Development System.
- Assess training requirements of staff and implement a Training & Development Programme. Empower line managers with information to allow them identify the skills gap within their team through the provision of staff training history and information on potential courses.
- Implement the Council's Attendance Management Policies. 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 Core system. Consider options and benefits for further digitisation of HR services.

- Develop capacity 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.
- Build on the successful implementation of objectives set out in the Local Authority People Strategy in 2019 as follows:
 - ❖ Continue to develop a structured framework to support appropriate succession planning building on the successful leadership development programme.
 - ❖ Continue to build line management capacity and competence to manage employees effectively supported by the leadership & supervisory training rollout.
 - ❖ Create a healthy working environment by promoting early engagement and good communications.
 - ❖ Research and develop HR analytics to support evidence-based planning and policy development.
 - ❖ Enhance recruitment and selection processes by utilising the full range of marketing and communication channels to promote recruitment campaigns while also ensuring ease of access through technology.
 - ❖ Roll-out mentoring, support and induction of new employees and newly promoted staff.

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 2020 ARE AS FOLLOWS:

- Prepare and complete the Internal Audit Plan 2020.
- 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 2020.
- 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 2020 ARE AS FOLLOWS:

- Health & Safety – undertake a schedule of Inspections.
- Roll out actions under County Kilkenny Road Safety Plan 2015-2020 and start the process of preparing a new 5-year plan.
- Undertake Restoration Improvement/Restoration Maintenance/Discretionary works under 2020 roadworks scheme.
- Undertake Maintenance and Drainage Programmes as provided in the 2020 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.
- Progress the N24 Carrick Road Realignment Project.
- Progress the N24 Tower Road Safety Improvement scheme.
- Progress the N24 Waterford to Cahir major scheme.
- Progress the N25 Waterford to Glenmore major scheme.
- Progress the N25 Safety scheme.
- Progress the N76 Pavement Scheme between Brownstown and Callan.
- Progress the N77 Ballyragget to Ballynaslee Improvement Scheme.
- Progress the N78 Castlecomer Pedestrian Bridge project.
- Carry out Phase 1 of Ormonde Street Improvement Works
- Progress Vicar Street through Part 8 Process.
- Complete conveyance for M8/M9 Motorway Schemes.
- Undertake Visual Road Condition Survey via MapRoad PMS.
- Undertake Mechanical Road Condition Survey of a selected percentage of the Regional and Local Road Network including before and after surveys of works completed under the Road Restoration Improvement Programme.
- Continue to up-date Road Schedule for the County.
- Develop and implement Winter Maintenance Plan 2019/2020 and 2020/2021.

- Continue with LED Upgrade Programme and act as Lead for Eastern Region in National LED Replacement Programme.
- Maintain and improve approximately 11,500 public lights within the City and County.
- Finalise the application to the Department for Northern Ring Road Extension (N77 Castlecomer Rd to R693 Freshford Road)
- Breagh Park and Breagh Valley Infrastructure - Engage consultants to carry out an Environmental Assessment of the schemes to feed into a brief document to procure consultants for the planning and design.
- Circular Road (LIHAF) – Progress works to ensure completion by end of 2020.
- Respond to emergencies as they arise in accordance with the Severe Weather Plan, Flood Response Plan and Major Emergency Plan.
- Revise Kilkenny City Parking Bye-Laws.
- Complete works funded under Orientation Study – Wayfinding, accessibility, car parking.
- Complete enhancing programme funded under URDF Scheme for the City e.g. Parliament Street, Vicar Street, Greensbridge Street.

Flood Prevention

Manage and progress works in the following 6 schemes in partnership with OPW as identified in the Flood Risk Management Plans under the CFRAMS report:

- ❖ *Ballyhale, Freshford, Inistioge, Graignamanagh, Thomastown and Piltown.*

Performance Standards

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

Roads (R1-R2) as follows:

R1: Pavement Surface Condition Index (PSCI) Ratings

R2: Road Grant Works

WATER SERVICES - SEIRBHÍ Sí 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.

Supporting Strategies

Public Supplies

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

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

Rural Water Programme

The key Supporting Strategy in respect of private & group supplies is the Rural Water Programme remains the responsibility of Kilkenny County Council. The Council will oversee the public and private group scheme sector and the budget covering the administration of the 2020 Programme when announced. The Council will receive and process applications for subsidies from Group Schemes and will also process grant applications for private wells.

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

KEY ACTIONS FOR 2020 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 IW and KCC*) 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

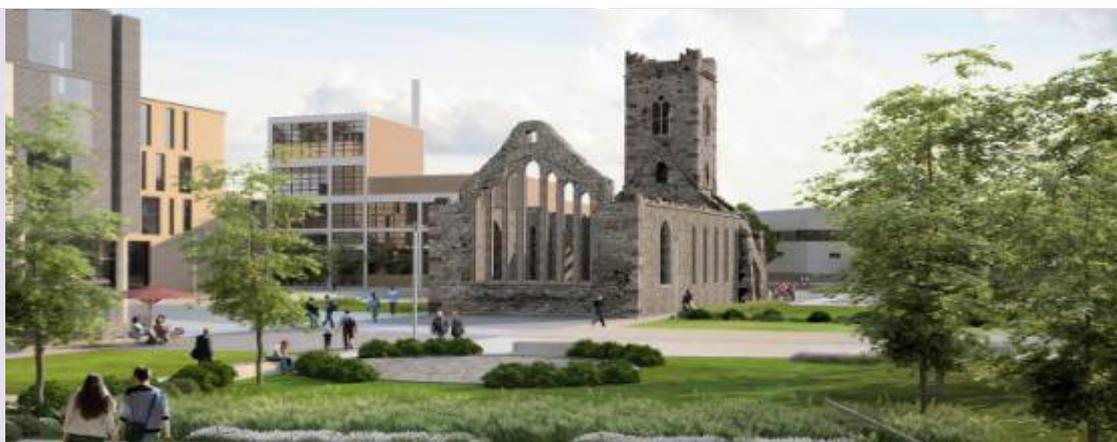
In addition to any targets set out above the Council's performance will be assessed against the following National Local Authority Sector Performance Indicators

Water (W1) as follows:

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

**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 Ltd, 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 2020 ARE AS FOLLOWS:

- Development 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) namely :
 - ❖ Riverside Linear Park including Skate Park (to be completed in 2020).
 - ❖ Horse Barrack Lane (to be completed in 2020).
 - ❖ Brewhouse Courtyard (to be completed in 2020).
 - ❖ Mayfair Public Realm (to commence in 2020).
 - ❖ Renovation of the former Squash Court for Cultural use. (to be completed in 2020).
 - ❖ Refurbishment of the Tea Houses. (to commence in 2020).
- Commence the development the Mayfair Building for use as a City Library. (to be completed in Q1 2021)
- 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 Turret, City Walls and St Francis' Well.
- Advance the design for the proposed Urban Park centred around St Francis Abbey and the urban street through planning (An Bord Pleanala) and to detailed design.
- Funding application to be made to the Department of Housing, Planning & Local Government under the Urban Regeneration and Development Fund for the development of the Urban Park & Street.
- Prepare planning application to An Bord Pleanala for the development of a temporary coach and car park on the Abbey Quarter site, in the area to the south of and immediately adjoining St Francis Bridge.
- Provide support to Kilkenny Abbey Quarter Development Ltd (KAQD) to complete construction on the renovation of the Brewhouse Building.
- Provide support to KAQD to advance proposals for the development of new building blocks on the Abbey Quarter site.
- Continue to provide support to KAQD to market the Abbey Quarter, with a view securing tenants for the Brewhouse Building and other new buildings in 2020. This will be undertaken, with support from the Economic Development Section through the Local Enterprise Office. Support will also be sought from the relevant State Agencies

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

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 2020 ARE AS FOLLOWS:

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

KEY ACTIONS FOR 2020 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.
- Complete the 2019 Annual Financial Statement for presentation to Elected Members at the March Council meeting.
- Complete Budget 2021 within the statutory deadlines.
- Prepare three-year capital programme for the period 2020-2022.
- Arrange financing facility for the agreed capital programme.
- Issue all customer communications in a timely manner.
- Deal with all customer queries promptly.
- Monthly reporting on debt collection performance.
- Provide regular updates to the Elected Members and the public on new legislation.

- Ongoing engagement with mortgage loan customers and implementation of the Mortgage Arrears Resolution Process (MARP) procedures where necessary.
- Continue to develop efficient payment methods for all customers.
- Continue to provide a flexible Motor Taxation service to meet customer requirements.
- Liaise with Council's Insurers to ensure the overall cost of insurances to the Council is minimised.
- Implement new insurance claims management procedures.
- Manage Council's asset portfolio and dispose of assets not required by the Council.
- Implement IT system to record/manage all assets of the Council.
- Submit all Statutory / EU returns within the prescribed timelines.
- Implement agreed training plan for all staff in Finance / Motor Tax.

Performance Standards

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

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

- M1: 5 Year Summary of Revenue Account balance**
- M2: 5 Year summary of collection levels for major revenue sources.**
- R3: % of motor tax transactions conducted on line**

INFORMATION TECHNOLOGY TEICNEOLAÍOCHT FAISNÉISE

Core Objective

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

Supporting Strategies

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

KEY ACTIONS FOR 2020 ARE AS FOLLOWS:

- Maintain security of the network and data.
- Complete the migration of servers and users to new domain.
- Increase Network speeds to key sites outside City.
- Continue to upgrade servers and PCs to latest software.
- Refresh the Council Web sites.
- Continue the rollout of CRM product.
- Support the National Broadband Plan through the Broadband Officer.
- Begin the Intranet Upgrade project.

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 2020 ARE AS FOLLOWS:

- Ensure that tenders as advertised on the eTenders website and OJEU (European Journal) as appropriate are completed successfully by Service Areas.
- Ensure that Kilkenny County Council participate in relevant SupplyGov.ie Frameworks and that mini competitions are conducted in compliance with their rules.
- Ensure that Kilkenny County Council participate in relevant Office of Government Procurement (OGP) Frameworks.
- Achieve further savings (where possible) in all areas.
- Provide advice and support to all staff involved in procurement/tendering etc.
- Ensure that Service Areas use LGMA approved procurement template documents for Quotations and Tenders.
- Ensure that Service Areas comply with Procurement Directives regarding full electronic procurement for tenders.
- Introduce full electronic procurement for selected quotations using the eTenders Quick Quotes facility.
- Ensure completion of an updated Corporate Procurement Plan for 2020-2022.
- 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 - EALAÍÓN

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.

KEY ACTIONS FOR 2020 ARE AS FOLLOWS:

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

Community /Education / Lifelong Learning

- 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.
- Siamsa – devise and deliver term time workshops for children.
- 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. Partnership with the Library Service
- Ongoing support and advice to practitioners and communities.
- ArtLinks: Professional development opportunities for emerging and professional artists in all disciplines. Partnership with Carlow, Wexford, Waterford Local Authorities.
- Continue to develop our partnership with our ArtLinks partners.
- ArtLinks Bursary Programme for professional and emerging artists and artistic collaborations.
- Evans Home: Complete refurbishment of Evans Home as Arts Gallery and provide support to Butler Gallery.
- Artists supports and Grants
- Administration of the following grants and bursaries
- Arts Act Grants – individuals and communities
- CCI Paris visual artist's bursary
- Tyrone Guthrie Award
- KCAT / Open Circle Scholarship
- School subsidies
- Blackstack Fine Art Print Studio: support the next phase of the development of the studio.
- 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.

- Support Kilkenny Music Generation Programme.

Other

- Continued advice and support to groups and individuals.
- Input to Arts planning and policy initiatives.

Performance Standards

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

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 2020 ARE AS FOLLOWS:

- Operate a strong and active Comhairle na nÓg structure in Kilkenny throughout 2020, focusing on schools who have not participated previously and young people from lesser heard communities.
- Develop one topic of concern to young people in Kilkenny and implement appropriate actions as necessary.
- Facilitate and support the operation of the DRUM youth café at MacDonagh Junction for 12- 18 year olds.
- Children and Young Persons Services Committee (CYPSC). Support the interagency committee to develop a new Strategic Plan and implement the Actions arising to improve service delivery for children and young people based on 5 outcomes:
 - ❖ active and healthy psychical and mental wellbeing,
 - ❖ achieving full potential in all areas of learning and development,
 - ❖ safe and protected from harm,
 - ❖ economic security and opportunity, and
 - ❖ connected, respected and contributing to their world.
- Support the CYPSC funding streams 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.
- 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.
- Facilitate the operation of a Youth Café in the former Courthouse Castlecomer staffed by youth development workers.

Youth/Community (Y1) as follows:

Y1: Participation in Comhairle na nÓg 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 2020 ARE AS FOLLOWS:

- Increase the number of volunteers by 25% 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.
- 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.
- Expand the capacity of the boat unit to respond to an emergency by increasing the number of coxswain and equipment available.
- Procure and maintain equipment to aid the appropriate response to an emergency.
- Maintain relationships with principle response agencies.
- Collaborate and undertake training exercises with PRA's and other volunteer response agencies in readiness for emergency response.
- Respond to requests for support from the principle response agencies during periods of severe weather, land and water searches for missing persons, flooding and during major emergencies.
- Provide casualty response and river safety boat cover for Local Authority, Community and Sporting events across the County of Kilkenny.

Performance Standards

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

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 2020 ARE AS FOLLOWS:

- Support the LCDC, its Sub Groups with regards to oversight and monitoring of the implementation of annual action plans as part of the community element of the Kilkenny Local Economic and Community Plan (LECP) 2016-2021.
- Engage with Stakeholders to review and update the LECP Implementation Plan for 2020-2021 implementation period.
- Begin review process of the LECP in line with National Guidelines - Department of Rural and Community Development.
- 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, National Community Weekend, Community Events Grant scheme, annual direct funding contributions and small scale financial support for social inclusion events.
- Support the implementation of the Kilkenny LCDC Healthy Ireland Work Programme through the Healthy Ireland funding stream.
- Provide ongoing support to the Public Participation Network including the employment of a PPN Development worker and support worker, the provision of office accommodation and the provision of information, guidance and advice.
- Support Traveller engagement and participation in local structures.
- Complete the ongoing Funding Data Gathering and Mapping Exercise.
- To work in collaboration with Kilkenny Interagency Resettlement Committee to develop a support and exit strategy for the completion of Refugee Re-Settlement Programme to ensure integration of families.
- Undertake a review of the Kilkenny Integration Plan and develop a new strategy for migrant integration and inter-culturalism in partnership with Kilkenny LCDC, County Kilkenny LEADER Partnership, the Public Participation Network and local ethnic minority and cultural groups.
- Develop a Community Grants Booklet and further develop the online One Stop Shop for Funding on the Kilkenny County Council Website.

- Support the Callan Town Team in the implementation of the Callan Town Improvement Plan.
- Deliver all projects funded under 2018/2019 Rural Regeneration & Development Fund and Town & Village Renewal.
- Assist in the development of projects and submit funding applications in respect of Rural Regeneration & Development funding, Town & Village and Clar Programme in 2020.
- Deliver the Creative Ireland and Cruinniu na nOg Programmes 2020.
- Co-ordinate the Pride of Place programme in County Kilkenny.
- Support the Kilkenny Recreation & Sports Partnership.
- Further develop the Kilkenny County Councils Quarterly Community Information Newsletters and other sources of online communications.

Performance Standards

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

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 2020 ARE AS FOLLOWS:

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

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 through the collection of data to inform its protection, the promotion of participation in, access to, awareness and enjoyment of our heritage by all.

Supporting Strategies

The Supporting Strategies provide for advice and information on heritage issues, developing policies and priorities for the identification, protection, conservation and enhancement of Kilkenny's heritage, collecting and collating heritage data and promoting heritage awareness & education throughout the county, and working with the Kilkenny Heritage Forum in the preparation and implementation of the heritage element of Kilkenny County Council (Arts, Heritage, Libraries) Cultural Strategy 2018-2022, funded in partnership with the Heritage Council and the Department of Culture, Heritage and the Gaeltacht.

Key supporting strategies include Culture 2025 (A Framework Policy for 2025), National Biodiversity Action Plan 2018-2022, Heritage 2030 (in preparation), Kilkenny County Council (Arts, Heritage, Libraries) Cultural Strategy 2018-2022, All Ireland Pollinator Plan 2018-2022, Kilkenny County Council Climate Adaptation Strategy 2019-2024, County Kilkenny Culture and Creativity Plan 2018-2023.

KEY ACTIONS FOR 2020 ARE AS FOLLOWS:

- Kilkenny Heritage Awareness Programme - undertake strategic awareness programme including co-ordination of Kilkenny Heritage Week.
- Review, support and co-ordinate the Kilkenny Heritage Forum
- Kilkenny Wildlife Detectives - provide training & support for primary school teachers & early childhood practitioners, in partnership with Kilkenny Education Centre and County Kilkenny Childcare Committee).
- Undertake a County Wetlands Audit, an Ogham stone recording project and an audit of archaeological landscapes in Co. Kilkenny.
- Co-ordinate delivery of a programme of events under the Decade of Commemoration Programme.
- Co-ordinate Kilkenny County Council's implementation of All Ireland Pollinator Plan including coordinating the Local Authority Tidy Towns Pollinator Award.
- Review the heritage sections of the new County Kilkenny Development Plan in partnership with the Conservation Officer & Forward Planning.
- Organise an event to mark World's Wetlands Day event.
- Historic Graveyards - provide advice & support to communities and Council on works in historic graveyards through the County Council Graveyard Grants Scheme.
- Local Economic & Community Plan - Implement & report on heritage actions.
- Irish Walled Towns Network - apply for funding from the Irish Walled Towns Network for works to Kilkenny City Walls in partnership with Kilkenny Area Office and undertake, as appropriate.
- Prepare and circulate regular "Heritage News" ezines and update www.kilkennyheritage.ie as resource and archive on Kilkenny's built, natural and cultural heritage.
- Provide advice and support to applicants undertaking biodiversity projects under the Community Environment Action Grant, in partnership with the Environmental Awareness Officer.

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 2020 ARE AS FOLLOWS:

Housing Capital Delivery:

- Deliver targets set by Department of Housing under Rebuilding Ireland programme for 2020 including Build, Acquisition, Leasing, RAS & HAP.
- Review Acquisition Policy for Kilkenny in light of national strategy.
- Implement Vacant Homes Strategy to return vacant/derelict properties back to productive use.
- Implement the Affordable Housing Scheme and develop local policy once terms of scheme is issued by the Department in 2020.

Traveller Accommodation:

- Source suitable accommodation options as outlined under the adopted Traveller Accommodation Plan 2019 – 2024. Areas to progress in 2020 include Rosbercon, Ferrybank, the configuration of St Mary's Group Housing Scheme/halting site and removal of temporary stables at Wetlands.

Housing Stock Management/Health & Safety:

- Agree and implement strategy on Housing Stock Survey.
- Review Vacancy Rates to achieve improved turnaround of casual vacancies and acquired stock.
- Complete procurement of plumbing/gas/electrical services and small builder's panel.
- Devise and implement Planned maintenance programme include retro-fitting of stock.
- Inform and provide induction training for all staff on approved Safety Statement for John's Green House.

Estate Management:

- Liaise with local state agencies, residents and Tenant Liaison Officers to develop stronger policies in association with the Housing SPC for the better management of Council estates.

Disability Strategy:

- Liaise with the relevant agencies, Approved Housing Bodies and Kilkenny Housing and Disability Steering Group to deliver the de-congregation of St Patrick's and the Mental Health Transfer Project.

Private Rented:

- Target additional units under Leasing Option and less reliance on RAS/HAP.
- Inspect and report on target set by Department of Housing for 2020 i.e. 930 units.
- Commence the introduction of the new handheld technology to achieve greater efficiencies.

Homeless:

- Review and adopt new Regional Homeless Strategy.
- Source appropriate social housing supports for homeless families living in emergency accommodation to avoid long term dependency on B&B/hotel accommodation and specifically target alternative accommodation for families with children.

Housing Allocations & Assessments:

- Review the Reletting Procedure for Casual Vacancies.
- Carry out Statutory Housing Needs Assessment 2020.
- Implement Choice Based Letting System (CBL) as a means to allocate housing units in 2020.
- Review policy on Scheme of Letting Priorities and Transfers.
- Carry out rent review 2020 on all Local Authority and RAS rent accounts.

Private Grants:

- Implement new streamlined single application form for Housing Adaptations for Older Persons & People with a Disability Scheme to meet the highest priorities of need.

Approved Housing Bodies:

- Set up local and regional Forum to consult with Approved Housing Bodies to meet their statutory requirement around governance and national regulation.

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 2020 ARE AS FOLLOWS:

Infrastructure & Service Delivery

- Progress and develop the Kilkenny City Library capital project and the Thomastown capital project.
- Commence the application for the replacement of the exiting mobile library vehicle.
- Review and implement a rolling annual programme of works to maintain and future proof infrastructure and vehicles.
- Continue to progress and assess feasibility of energy savings measures and investigate potential grant aid in conjunction with KCC Energy Officer.
- Ensure compliance with Health and Safety and Disability legislation and roll out approved library safety statement and increase staff awareness of same.
- Progress actions as agreed in the Climate Change Adaptation Strategy.

Workforce Development

- Develop a training schedule based on needs and customer expectations regarding service delivery and requirements under Kilkenny County Councils Cultural Strategy. Liaise with HR Training Officer and Libraries Development to source and provide relevant training.
- Develop and implement in-house and online training where possible.
- Progress and implement the work force plan.

Service Development

- 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 targets.
- Continue to implement GDPR and Child Protection legislation/policies and implement across the library network.
- Continue to participate in national library initiatives – Right to Read, Work Matters and Healthy Ireland at your Library and access all funding opportunities provided by the Department to further develop and deliver services.

- Ensure the library's collections reflect community and individual needs to ensure alignment of collections and budgets with local catchment areas.
- Continue to monitor and evaluate the My Open Library service in Castlecomer Library.

Collaboration & Partnership

- To support Kilkenny Age Friendly County Strategy 2017-2022, implement and deliver on actions.
- Liaise with relevant organisations both locally and nationally to develop sustainable partnerships and promote the library as an accessible, cultural, community and educational space.
- Increase engagement with citizens using LCDC and PPN structures and progress objectives in the LECP plan.
- Expansion of the Aistear project offering to local primary schools and crèches.
- 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 graphic design.
- Continue to upgrade and invest in ICT infrastructure across the branch network. This includes Wi-Fi upgrades, firewalls, and display tablets.
- Participate and implement new library management system and implement changes when required.
- Continue to implement and promote the suite of 24/7 national online services to the public using a range of publicity channels e.g. road shows, pop up events.
- Increase our usage of social media platforms to promote library services and increase traffic. Expand use of infographics and other tools to reflect service delivery.
- Investigate other interactive online platform opportunities for promotion.
- Provide local studies digital content for Borrow Box e-audio and eBooks service.

Local Studies Service

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

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 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.

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 2020 ARE AS FOLLOWS:

- Kilkenny County Council will support the Age Friendly Alliance to implement the Kilkenny Age Friendly Strategy and its key actions through participation and engagement at alliance level in the following areas:
 - ❖ Outdoor spaces and public buildings
 - ❖ Transportation
 - ❖ Housing
 - ❖ Respect and Social Inclusion
 - ❖ Social participation
 - ❖ Communication and information
 - ❖ Civic participation and employment
 - ❖ Community support and health services.
- Prepare Kilkenny Age Friendly County Annual Report for 2019.
- Prepare a work programme for 2020.
- Support the implementation of the Thomastown Age Friendly Action Plan.
- Establish a County Council Interdepartmental Age Friendly Working Group.
- Facilitate the ongoing Agency Reporting to the Alliance.
- Provide ongoing Support to the Kilkenny Seniors Council.
- Provide ongoing support to the Carlow Kilkenny Services Providers Forum.
- Facilitate the continued implementation of the Age Friendly Business Recognition Scheme for the wider County.
- 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 &
VETERINARY SERVICES**

STIÚRTHÓIREACTH

*PLEANÁIL, ATHRÚ AERÁIDE, RIALÚ TÓGÁLA, FORBAIRT
PÁIRCEANNA, FORBAIRT LEO / EACNAMAÍOCH,
TURASÓIREACTH, 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 well being 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 2020 ARE AS FOLLOWS:-

Playground Development

- 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.
- Provide assistance to support community playground groups across the county to maintain playgrounds in their areas to a high standard.
- Ensure playgrounds continue to meet the requirements of European Standards EN1176 and EN1177 which relate to playground safety of equipment and safety surfacing.
- Continue to implement weekly in house, quarterly and annual independent playground inspection regimes for 29 number playgrounds in the city and county and address maintenance and operational issues where relevant in a timely manner.
- Plan for future development for provision and upkeep as playgrounds age and require replacement.

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.

Kilkenny Greenway

- In conjunction with the South East Regional Greenway Office based in Wexford County Council offices, assist in the development of detailed plans for the Kilkenny Greenway between Ferrybank and New Ross.
- Continue to engage with landowners for the duration of the project in relation to accommodation works along the 24km Greenway.
- Work in conjunction with the South East Regional Greenway office to ensure connectivity to the Kilkenny Greenway from the Red Bridge Walking Trail in New Ross and the proposed Rosslare to Waterford Greenway, currently at feasibility stage.
- Assist in the construction of the Greenway between 2020 and 2021 utilising €8 million funding provided through the Department of Tourism, Transport and Sport, matched by €5,5 million provided jointly by Wexford, Kilkenny and Waterford County Councils.

Ferrybank Neighbourhood Park

- Complete works on site to deliver the park and playground in Aylesbury, Ferrybank by the end of the first quarter 2020.
- Continue to build on the successful engagement with the local community during the entire process from design through to completion.
- Open the facility and maintain the park and playground to a high standard with the assistance of the Ferrybank Area Office.
- Continue to actively engage the community on a number of community initiatives identified in 2019 - Sportshall Athletics (661 children in 3 schools), Bainteoir Beag (714 children in 4 schools) and a street soccer league in June and July with Ferrybank Soccer Club.

Woodstock Gardens

- Maintain and upkeep newly refurbished walkways from Inistioge village to Woodstock Gardens utilising the Outdoor Recreational Fund of €353,000 awarded in late 2019.
- Continue to build on links connecting the village community to Woodstock Gardens following successful completion of the woodland trails which link both areas and build on relationships established during the Entente Florale and Tidy Towns competitions.
- Continue to promote a wide variety of outdoor events to attract members of the public to the gardens e.g. orienteering, Forest School, Dawn Chorus, Light Up Gold, Tree Day.
- Make 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 and maintain the quality of the planting in the arboretum for future generations.
- Upgrade the Conservatory used as a café to provide a more comfortable environment for customers.
- Continue to offer garden tours to visitors and provide a mobility service for the less able bodied.

Annual Tree Planting Programme

- The Parks Section is committed to planting trees (subject to funding) 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 and or pollinator friendly and will be semi mature at planting as appropriate.

Amenity Grants

- Invite applications for amenity grants to support communities and resident's associations to maintain their local areas.
- Assist communities with related advice and process grant claims.
- Support the objectives of the All Ireland Pollinator Plan by encouraging groups to manage areas in a more sensitive manner for habitat and pollinators.

Grass Cutting

- The Parks Department will cut grass in parks and playgrounds across the city and county and in certain residential estates where the size of the green warrants providing assistance to residents.
- Increasingly the Parks Department will seek to convert locations currently intensively managed to meadow grassland in support of pollinators and biodiversity.

Club Development

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

Water Sports

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

Skate Park

- Progress the construction of the skate park.
- Continue engagement with local skaters and local community during the construction.

St Canice's Hospital Site

- To explore the development of an overall masterplan for a local recreational amenity at St Canices site in conjunction with the HSE, Kilkenny County Council, KRSP and local clubs.

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 2020 ARE AS FOLLOWS:

- Facilitate the development of the LECP Economic Actions Implementation Plan for 2018-2021 and support its delivery.
- Promote the 'Invest Kilkenny' Brand and promote Kilkenny as a place to invest and to 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 & support existing and new Kilkenny businesses.
- Promote Kilkenny as a centre for a campus for the Technological University for the South East.
- Provision of support for the establishment and 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 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 and Drawn Down

J3: No. of mentoring recipients.

ENERGY - FUINNEAMH

Core Objective

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

Supporting Strategies

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

KEY ACTIONS FOR 2020 ARE AS FOLLOWS:

- Complete ISO 50001 training in 2020 and endeavour to certify to ISO 50001 Energy Management in Q4 2020;
- Continue to support communities in County Kilkenny to become more energy efficient, and advising communities and the public on the grants and supports available;
- Set objectives and goals to meet the national energy efficiency targets of 33% improvement by 2020 and 50% by 2030;
- 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 2020 and gap analysis to the Sustainable Energy and Climate Action Plan 2030;
- Investigate potential funding opportunities for energy projects in Kilkenny;
- Energy Awareness campaign in County Hall in partnership with the OPW's Optimising Power @ Work.
- Carry out energy audits/register of opportunities in Council buildings to identify energy saving opportunities;
- work with the roads office in identifying projects that will be progressed throughout 2020 with a view to further developing the long-term strategy for public lighting in Kilkenny. Street lighting is one of the largest energy consumers;
- 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 2020;
- Carry out pilot energy efficiency driver training for local authority fleet operators in 2020.

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

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

Ireland is vulnerable to the adverse effects of global climate change, in terms of an increase in average temperature, changes in precipitation patterns, weather extremes (storms and flooding, sea surges, flash floods) and sea-level rise. Climate change will have diverse and wide ranging impacts on the environment, society, economic sectors and natural resources. Effective actions are needed to reduce vulnerabilities to the negative impacts of climate change, take advantages of opportunities and to increase social, economic and environmental resilience. In 2019, Kilkenny County Council adopted its inaugural 5-year Climate Change Adaptation Strategy.

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

KEY ACTIONS FOR 2020 ARE AS FOLLOWS:

Waste Management

- Implement the objectives of the Southern Region Waste Management Plan 2015 – 2021. 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.
- Operate a full waste recycling and disposal service at Dunmore Civic Amenity Site.
- Continue to support the operation of a privately run full service waste recycling and disposal centre available to the public at Granny in South Kilkenny.
- Operate the 46 bring bank and recycling facilities throughout the county and identify new locations for roll-out of additional bring centre facilities.
- Commence Phase 2 of the Bring Centre Signage Up-grade Scheme.
- Monitor performance of the new Textile Recycling Service Provider.
- Prepare and implement the RMCEI (Recommended Minimum Criteria for Environmental Inspections) Waste Environmental Inspection Plan 2020.

- Continue to implement the objectives of the Litter Management Plan 2018 – 2020, including litter pollution and litter quantification survey and undertake review and present up-dates to Elected Member.;
- Prepare and Implement an Environmental Education and Awareness Strategy 2020.
- Advance the Local Authority Historic Landfill Assessment and Works
- Programme including submission of Funding Applications to the Department of Communications, Climate Action & Environment for the 14 sites identified and to complete remediation work at Ballyragget.
- Continue to support festivals, community events and businesses with 'Greening Initiatives' to improve their environmental performance.
- Assess Waste Permit applications and issue permits and registration certificates as appropriate.
- Implement street cleansing and litter management programme.
- Review Temporary Signage Policy.
- Continue to enforce the County Kilkenny Waste Management Bye-Laws 2018.

Tidy Towns

- Facilitate the Tidy Towns Forum to encourage networking among Tidy Town Groups and assist Groups to improve on their annual score in the National Tidy Towns Competition.
- Encourage and support establishment of new Tidy Town Groups.
- Assist Tidy Town 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 the Local Authority Waters Programme (LAWPRO). The programme is a shared service working with Local Authorities and State Agencies to develop and implement River Basin Management Plans in Ireland as required under the EU Water Framework Directive.
- The Environment Section will collaborate with the LAWPRO office through regular meetings and a coordinated work plan.
- Implement measures to protect and restore water quality as set out in the National River Basin Management Plan 2018 – 2021.
- Prepare and implement RMCEI Water Quality Environmental Inspection Plan 2019 to include for inspection of rivers, businesses, 27 septic tanks and approximately c.150 farms.
- Assess Discharge Licence applications and Nutrient Management Plans and issue authorisations as appropriate.
- Continue reviews of existing discharge licences and issue revised authorisations.
- Participate in National Sampling Programme for the Water Framework Directive
- Monitoring Programme.
- Review and update the Coastal Pollution Plan.
- Review and update the Environmental Sub-Plan of Major Emergency Plan.
- Consider review of existing WFD (Water Framework Directive) Implementation Plan in light of new National River Basin Management Plan 2018-2021.
- Proactively participate in the 3rd Cycle River Basin Management Plan to commence in 2020.
- Review Water Quality results for the relevant river Catchment Areas in Kilkenny.

Water Safety

- Provide summer Lifeguard Service at selected river locations on the Rivers Nore and Barrow.
- Continue to monitor and replace lifebuoys, as necessary, at existing locations along watercourses.
- Provision of new Welfare Units for Lifeguard staff.

Air Quality

- Promote local awareness and importance of air quality.

- Provide live feed link to the Council website from the Air Quality Monitoring station at Castlecomer Area Office.
- Implement Smoky Coal Ban and Solid Fuel Regulations.
- Manage registration of facilities under the Deco Paints & Solvents Regulations.
- Liaise with Fire Service on dangerous substances and petroleum vapours legislation.
- Assess Air Pollution licence applications and monitor existing licences.

Veterinary Services

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

Climate Action

- Continue co-operation with and support to the 3CEA (Three Counties Energy Agency) over a broad range of energy projects.
- Deliver the Climate Change Adaptation Action Plan 2020 through the newly established Climate Action Team.
- Support the implementation of the national Climate Action Plan as Partner Local Authority (with Kildare County Council) for the Eastern & Midlands Climate Action Regional Office (CARO).

Burial Grounds

- Operate 14 burial grounds throughout the County.
- Continue to review and up-date mapping of the 14 active burial grounds to manage capacity.
- Prepare Burial Ground Maintenance and Development Strategy.
- Implement Community Maintenance Grant Scheme for burial ground committees.

Casual Trading

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

Environmental Information

- Process requests for environmental information under the Access to Information on the Environment (AIE) Regulations.
- Develop a new Procedures Manual for Environment Section in tandem with the introduction of an ISO 9001 quality standard.

Customer Service

- Continue pilot of the new Customer Relations Management (CRM) system in Environment Section before roll-out to other Council Departments.
- Continue to respond to environmental complaints from members of the public. The Environment Section dealt with c1,100 non routine complaints or investigations, in addition to the c5,000 planned inspections in 2020 over the full range of environmental areas.

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

LOCAL ENTERPRISE OFFICE OIFIG FIONTAR ÁITIÚIL

Core Objectives

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

Strategic Objective 1: Provide a first point of contact for all enterprise related activity in the County - provide first stop shop business information and advisory service for entrepreneurs.

Strategic Objective 2: Provide Enterprise Supports - provide a wide range of financial and non-financial supports including enterprise training, management development, mentoring support and grant assistance to support the establishment, growth and development of small business.

Strategic Objective 3: Provide Entrepreneurship Supports - get more local people to think about starting a business and contribute to a dynamic environment that is supportive of entrepreneurs.

Strategic Objective 4: Provide Local Enterprise Development Services - build synergies and collaborate on wider local economic development initiatives.

Supporting Strategies:

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

KEY ACTIONS FOR 2020 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 2020 ARE AS FOLLOWS:

Development Management

- Process: Planning Applications; Planning Decisions; Objections/Observations and Appeals received; Section 5 Declarations; validations; pre planning event licences; and Part 8 Planning Reports.
- Provide Pre-Planning Clinic services in all Municipal District Offices on a weekly or fortnightly basis as required. The current approach to delivering pre-planning clinics will be reviewed in 2020.

Forward Planning

- Commence review of and adopt a new Development Contribution Scheme.
- Continue review of City and County Development Plan with the publication of a draft City & County Development Plan in Q2 2020.
- Complete and adopt the Graiguenamanagh Local Area Plan (LAP).
- Review LAPs for Ferrybank/Belview, Callan, Castlecomer, and Thomastown to ensure compliance with the RSES.
- Complete Masterplans for the Loughmacask area of Kilkenny City, the Fair Green area of Kilkenny City, the St Canice's Hospital lands at Lacken in Kilkenny City and review the Ferrybank-Belview LAP in line with the Waterford MASP.
- Continue to implement the Vacant Site Register in accordance with the legislation.
- Continue to implement the Derelict Sites legislation and review the Derelict Site Register
- Support application for funding under Call 2 of the Urban Regeneration & Development Fund (URDF).
- Create an Active Land Management team to co-ordinate vacant sites and derelict sites legislation to proactively deliver housing development.

Taking in Charge

- Take in Charge (TIC) at least 10 developments in 2020.
- Monitor bonds on a monthly basis and submit claim on bonds as required.
- Risk minimization on residential developments through bond compliance.
- Continue to progress remedial works on residential developments and secure payment from the IBRC.

Enforcement

- Investigate all planning complaints within 6 weeks of receipt, take appropriate action including issuing of warning letters and/or enforcement notices as required.
- Continue enforcement actions for unauthorised signage in particular in Kilkenny City centre.

Conservation

- Provide conservation advisory service to the public while raising awareness of the built heritage through correspondence, response to referrals, section 57 declarations, etc.
- Avail of and administer public grants for protected structures, while providing advice for development to the historic built environment.
- Continue to support applicants availing of the Living City Initiative within Kilkenny City.
- Continue the review of a select number of protected structures on the Register of Protected Structures (RPS).

Building Control

- Implement the BCMS system.
- Continue to carry out Building Control Inspections.
- Continue to process Disability Access Certificates.

Administrative

- Continue to implement National e-planning project.
- 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 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.
- Review and update the information made available to the public on the Council's Planning website.
- 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, private, community, voluntary and professional to implement Kilkenny's Statement of Tourism Strategy and Work Programme 2017 – 2022 and to maintain Kilkenny's position as the finest Cultural and Heritage destination in Ireland.

Supporting Strategies

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

KEY ACTIONS FOR 2020 ARE AS FOLLOWS:

- Leading the Destination Kilkenny Partnership Group through the agreed pillar objectives.
- Supporting and reviewing Kilkenny Tourism CLG governance and vision.
- Supporting and delivering on the 3-year Path to Growth Destination Sales and Marketing Plan.
- Developing and adding depth to Kilkenny's Tourism Experience by:
- Implementing the Orientation and wayfinding plan through Destination Towns funding approved.
- Concluding the Stage 2 process for a unified attraction at the Tholsel and Medieval Mile Museum.
 - ❖ Developing a Visitor Experience Plan for the Kilkenny Greenway.
 - ❖ Seeking opportunities to implement Phases of the Woodstock / Inistioge business plan.
 - ❖ Enhance the visitor experience at the new Butler Gallery at Evan's Home.
 - ❖ Selecting, preparing and delivering ORIS schemes across the County.
 - ❖ Working with Tourism Festivals to support Kilkenny's reputation as a Festival destination.
 - ❖ Working with local communities and businesses to expand the Tourism offering of County Kilkenny.

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 Failte Ireland reports on tourism performance.

Economic Development (J4) as follows:

J4: Tourism