



PLEAN SEACHADADH SEIRBHÍSE SERVICE DELIVERY PLAN 2022



**Adopted by Elected Members at Monthly Meeting
held on**

Note from Chief Executive

The Local Government Reform Act, 2014, established the requirement for each local authority to prepare an Annual Service Delivery Plan identifying the services that it proposes to deliver to the public in the year ahead. The purpose of this Plan is to provide a corporate document that highlights the services that will be provided by Kilkenny County Council across all Directorates in 2022 and has been prepared based on the provisions of the adopted budget of Kilkenny County Council for 2022 and the assumptions made when the Budget for 2022 was adopted by Council of continued financial support from the Government to offset the impact of Covid 19 on our income streams.

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

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

Kilkenny County Council's Corporate Plan 2019-2024 provides a vision for how we propose to work in partnership with the people of Kilkenny, our elected members and our staff.

The Corporate Plan takes account of a series of cross-cutting themes permeating the Council. It also reflects a range of cross-departmental issues. As a strategic framework, the Corporate Plan will steer the preparation and implementation of Service Delivery Plans by each service area. The Service Delivery Plans detail how each Directorate Areas will deliver on the objectives contained in the Corporate Plan and identifies the work programmes for each Directorate for 2022.

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

Covid 19 had a significant impact across all our communities in 2020 & 2021 and those impacts are continuing as we start 2022 with the Omicron variant. It is placing restrictions on our interactions with our citizens, our customers and our staff. We have adapted to enable our services to be delivered having regard to public health guidance. We remain committed to continue to deliver our services in a timely manner and within the Budget approved by the Elected Members for 2022. As outlined at Budget time we will require national financial support whilst the impact of Covid 19 on our income sources continues. Having regard to the current operating environment we will endeavour to achieve the objectives outlined in all the service delivery plans prepared by each directorate whilst observing all guidelines to ensure the safety of our staff, elected members and the general public.

In 2021, the impact from Covid 19 required continuous changes, not alone in how we do our business but a significant change in emphasis on priorities across the organisation as we adapted to meet local needs. We worked to deliver supports to the local businesses through the Restart Grants, Rates Waiver schemes, on-line trading vouchers etc. We continued to work in partnership with other agencies and community/voluntary groups which supported so many vulnerable people throughout the pandemic. We improved public realm in the City and across the County to enable physical distancing to enable people to go about their business safely. We worked with the Tourism Recovery Taskforce to support a sector that is so important to Kilkenny to re-open when the opportunities presented during 2021. We will continue to adapt in 2022 as the response to the pandemic adjusts.

I want to acknowledge the commitment of our staff during 2021 to delivering services in very challenging circumstances and I know that commitment will continue in 2022 to enable us to deliver for our communities.

Finally, I want to thank you the Elected Members for your support during 2021 and for your flexibility in adapting to necessary new ways of carrying out your role as Elected Members as we all worked to keep our communities safe.



Colette Byrne,
Chief Executive
Kilkenny County Council

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RÉAMHRÁ - INTRODUCTION

Mission & Values

The Council's Mission Statement and its Core Values & Principles have been outlined in its Corporate Plan 2019-2024 as follows:

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

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

The Council subscribes to the following core values and principles:

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

The Service Delivery Plan is based on the Core Objectives & Supporting Strategies, as set out in the Corporate Plan. It outlines in detail the key actions in each of the service areas proposed to be undertaken in 2022. It also identifies the performance standards for the services.

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

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

In addition, for the year 2022 our Service Plan will require us:

- to retain flexibility to respond to the impacts of COVID,
- to continue blended ways of working in the delivery of services,

- to optimise use of best technology to access online services,
- to support the delivery of new or changed national and local programmes and priorities to respond to the impacts of COVID and
- to retain flexibility to enable us to adapt in response to financial constraints should those circumstances arise in 2022.

The Service Delivery Plans in this document provides much detail on services/actions to be delivered in 2022, however it is important to set out the strategic priorities for Kilkenny County Council for the coming year.

Housing: The delivery of housing continues to be a key priority for the Council. We have delivered 151 units in 2021. It is inevitable that COVID and the necessity during 2021 to close some construction sites etc. has impacted on output but we will progress the delivery of as many additional units of accommodation as we can in 2022.

National Planning Framework 2040(NPF), National Development Plan 2019 – 2027 (NDP) and the Southern Region’s Regional Spatial and Economic Strategy (RSES):

It is important that Kilkenny position itself to maximise the potential presented by the NPF, NDP and RSES. The Kilkenny City & County Development Plan 2021 – 2027 (CDP) adopted last year incorporates a vision for the City and County to do just that. This includes building on the RSES objective to develop Kilkenny City as a self-sustaining regional economic driver, continue to work with Waterford City & Council to implement the Metropolitan Area Strategic Plan (MASP) and bid for capital funding for infrastructure and public realm projects under the Urban Regeneration and Development Fund (URDF). We will also complete Masterplans for Loughmacask, St Canice’s Hospital & the Fairgreen, Kilkenny. We will amend Local Areas Plans (LAP) for Callan, Castlecomer, and Thomastown.

South East Region: We will continue to work with Carlow, Tipperary, Waterford and Wexford for the betterment of the South East, including through the South East Development Office (SEDO). We will also engage with the 1st Citizens Forum in the South East to present a regional voice for the development of infrastructure, projects and services at a regional level.

Abbey Quarter (AQ): We will complete the refurbishment of the Brewhouse in Q1. We will progress delivery of Phase 2 of the regeneration of the AQ - Urban Park and Street. We will progress plans through the Partnership for the first new building on the AQ site at the rear of the Brewhouse currently in the planning stage. It is timely that we review the Masterplan adopted by the Council in 2015 to have regard to the changing environment and learnings to date.

Further development of Culture: Arts/Culture/Heritage is synonymous with Kilkenny. We will progress the construction of the new City Library in the Mayfair and target for an opening of the new Library in 2023. We will progress plans for the upgrade of the existing Carnegie Library.

Western Environs: Roads & Services infrastructure in the Western Environs to facilitate residential development of scale and education facilities- two post primary and one primary school was completed in 2021. This is a significant investment by the Council in future proofing the City for compact growth in keeping with the “10 Minute City” concept adopted by the Council. This infrastructure will facilitate residential, community and educational developments in this area.

Belview Economic Zone: We will work with key strategic partners (Waterford Port, IDA, Irish Water) to ensure we maximise the potential of the Belview Area, particularly in the context of Brexit. We will progress plans for the upgrade of the N29, which will facilitate further development of zoned lands in the Belview area.

Infrastructure: We will progress plans and seek funding for strategic infrastructure to support the development of Kilkenny City & County including the completion of the Northern Ring Road Extension, major upgrade/realignment to the N24, N25, & N77 routes. We will continue to seek funding for the N24 & N25 schemes which were not included in the 2022 TII programme.

Flood Schemes: In partnership with OPW we will progress the 6 schemes identified in the CFRAMs Studies. Consultants continue to work on plans for Graiguenamanagh and Ballyhale with a view to presenting options for resolving the flood issue at both locations before year end. We will continue to seek approval for funding to commence planning for schemes in Thomastown, Inistioge, Freshford & Piltown.

Kilkenny Greenway: We will progress work on the Kilkenny Greenway to link Waterford City to New Ross with a view to opening the complete Greenway in 2024. We will work with the Regional Greenways Office to support the local communities to prepare for the opportunities that the Greenway will present. We will progress the plans to provide connectivity from the Greenway to both Glenmore and Slieverue.

Town Centres First: We will work with stakeholders to deliver Government Policy on Town Centre First.

Tourism: We will support Government schemes as required to support businesses in partnership with all stakeholders & Failte Ireland.

Active Travel: We will progress projects currently funded and seek additional funding for active travel measures to afford a higher priority for pedestrians, cyclists and public transport and the implementation of safe schools’ zones throughout the City and County.

Climate Change: This is a challenge for all sectors of society and we will continue our work in this area with particular focus on modal shift. We expect to commence a significant project to complete the retrofitting of our public lights in the City and the County in 2022. We will deliver on the actions contained in the Climate Change Adaptation Strategy 2019-2024 and the Sub-Actions for 2022 through the Climate Action Steering Group, as well as commence preparation of the new Climate Action Plan that will detail how we will reduce the carbon emissions associated with the delivery of our services by at least 7 per cent per annum and by 51% by 2030.

Rural Regeneration: We will work with communities to prepare plans to address local needs and seek funding from national funding schemes as appropriate. We will progress the delivery of projects in Callan and Thomastown funded under RRDF.

Third Level Education: As work progresses on the delivery of the Technology University South East Ireland (TUSEI), it is important that Kilkenny positions itself to achieve the objective of having a campus of the Technology University for the South East in Kilkenny City.

Funding: The next few years will be challenging as the full impact of COVID and Brexit on our income streams materialise. It is important that we plan for additional spend which will impact on the Council’s Revenue Budget. Equally, we need to plan for the provision of funds for our capital Projects.

Our strategic priorities are underpinned by our supporting strategies contained in our adopted Corporate Plan 2019 - 2024. Therefore, the delivery of the key actions identified in each Service Area Plans for 2022 may be affected from the impacts of COVID.

**DIRECTORATE OF CORPORATE, ROADS
AND TRANSPORTATION, WATER SERVICES,
COMMUNICATIONS AND HEALTH & SAFETY**

Director of Services: Mr. Tim Butler



CORPARÁIDEACH - CORPORATE

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 to deliver 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 2022 ARE AS FOLLOWS:

- Provide ongoing advice & guidance to Elected Members in relation to the strategic direction of the Council, in the exercise of its reserved functions, in support of the policy making role of the Elected Members and in the delivery of day to day services.
- Organise and provide support/advise to all statutory Meetings of the Council including Municipal Districts, Strategic Policy Committees, Joint Policing Committee and other meetings of the Council/Committees as required.
- Provide the Chief Executive's report to Members on a monthly basis on information and reports on key Council activities.
- Provide ongoing administrative support to the Cathaoirleach/Mayor/Chair of Municipal Districts in his/her role.
- Provide administrative support to the Elected Members with regards to Members training & development. Provide training to Elected Members & Staff on Corporate Governance.
- Ensure preparation & adoption of a Schedule of Municipal Works by each Municipal District by the 31st March 2022.
- Oversee the organisation of 3 Civic Festivals - St Patrick's Festival, Kilkenny Day & Yulefest.
- Organise other Civic Events as required by the Council.
- Ensure that the Council's Risk Register is reviewed by February 2022 and updated as required.
- Prepare and adopt the Service Delivery Plan for 2022 by March 2022.
- Prepare and adopt the Annual Report for 2021 by April 2022.
- Review/update Corporate Policies & Procedures.

- Ensure - publication of the Register of Electors in February 2022, the ongoing maintenance of the Register and publication of the Draft Register in November 2022.
- Implement the new Online rolling Register of Electors in accordance with the National Roll Out Schedule.
- Upgrade the Customer Service Desk in County Hall and commence development of an IT based Customer Service Management System.
- Complete review of Council's improved website and ensure all of the Corporate information has been transferred from the former version of the website and update information as required.
- Implement objectives contained in the Communications Strategy. Co-ordinate the work of the designated Communications Sub-Group.
- Manage/review content for Kilkenny.ie Brand.
- Ensure Press Releases are issued in a timely manner.
- Issue Annual Newsletter to all householders in the County.
- Co-ordinate the submission of data to LGMA to facilitate publication of 2021 Performance Indicators.
- Ensure Council is compliant with Data Protection Legislation. Identify an on-line training solution for staff to ensure the organisation is complying with GDPR.
- Ensure responses to Customer Complaints, Ombudsman Requests 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 are issued to any complaints received re use of Irish.
- Prepare and adopt new Irish Language Scheme for 2022 – 2025.
- Implement programme of work as set out in the approved Internal Audit Plan.
- Support Audit Committee in their work.

Performance Standards

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

SLÁINTE & SÁBHÁILTEACHT - HEALTH & SAFETY

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 2022 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.
- Implement an electronic system for annual Corporate Health & Safety Induction.
- Develop a culture of health, safety & wellbeing being an integral part of all services.
- Maintain Incident Management Programme.
- Ensure Safety Statements as set out in the approved H&S programme are developed/ reviewed and implemented as required.
- Embed electronic system for undertaking SSWPs, Vehicle Checks, Temporary Traffic Management and Safety Inspections across high risk areas.
- Implement Inspection Management System & PAT testing for all work equipment.
- Continue with work station analysis programme to include working from home arrangements.
- Review Occupational Health Policy and undertake Risk Assessments.
- Update COVID Safety Management System on a continual basis.
- Review, update and implement Policies & Procedures in the following areas:
 - Temporary Traffic Management

Performance Standards

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

ACMHAINNI DUINE - HUMAN RESOURCES

Core Objectives

The Core Objectives are:

- To ensure that there is an appropriately resourced, skilled and motivated workforce to meet the priorities and objectives of the Organisation and to ensure as reasonably practical the safety, health and wellbeing of all our staff.
- To manage health and safety so as to prevent injuries and occupational illnesses of employees and those affected by a council work activities

Supporting Strategies

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

KEY ACTIONS FOR 2022 ARE AS FOLLOWS:

- Continue to provide a strategic approach to human resource management to support delivery of corporate objectives.
- Develop an agile responsive Human Resource Service capable of meeting the fluctuating requirements of the Authority and our staff arising from the enduring impact of the pandemic and delivery of a new "Future of Work" Blended working model.
- Increase digitalisation of Human Resource Management to support agile remote service as required.
- Provide strategic, proactive management and oversight to workforce planning, to include enhanced dynamic reporting of work force structures, vacancy management and reporting arrangements.
- Recruit staff in a timely manner in keeping within the approved workforce plan and available budgets.
- Seek to attract quality candidates and promote Kilkenny County Council as an employer of choice using a range of effective advertising channels as appropriate e.g. Career Fairs, LGMA website, social media etc.
- Continue to focus on role specification with the Business to optimise recruitment selection process for best fit of candidates.
- Enhancing management of staff contracts and personnel records with a long term project to digitise records management.
- Continue to adapt the Induction Programme for new staff to reflect changing conditions.
- Promote employee engagement and wellbeing.

- Assess requirements of staff and Line Managers and implement a Training & Development Programme to meet organisational and staff needs. Provide Line Managers with information to allow them to identify the skills gap within their team through the provision of staff training history and information on potential courses.
- Facilitate a "self-service" staff registration of training and skills to increase our understanding of staff and needs.
- Implement the Council's Staff Performance Management & Development System in alignment with the national upgrade to CoreHR Management Information System.
- Implement the Council's Human Resource Policies. Implement a new structured programme of Policy Communication to staff.
- Implement the Council's Attendance Management Policies with particular recognition to the Covid 19 impact. Human Resources will continue to support and assist Line Managers in managing absenteeism with increased use of Occupational Health to inform case management.
- Ongoing Implementation of Shared Payroll and Superannuation Service (My Pay).
- Develop capacity for the optimal use of the PeopleXD Management Information System.
- Develop a strong data analytics capacity and capability to produce targeted, analytical human resource reports to support senior management team oversight and policy development.
- 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.
- Continue to implement the Local Authority People Strategy of 2018 goals as follows:

Build strategic alliances with other organisations to position the Local Authority as a key employer of choice.

Develop a structured framework to support appropriate succession planning.

Identify skills and competency requirements to deliver on existing and future service needs.

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 Equivalent)

C2: Working Days lost to Sickness

BAINISTÍOCHT RIOSCA - RISK MANAGEMENT

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 2022 ARE AS FOLLOWS:

- Prepare and complete the Internal Audit Plan 2022.
- 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 2022.
- 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.

IOMPAR & COSC AR THUILTE RIOSCA TRANSPORTATION & FLOOD PREVENTION

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 2022 ARE AS FOLLOWS:

- Health & Safety – undertake a Schedule of Inspections.
- Continue Roll out actions under County Kilkenny Road Safety Plan 2015-2020 pending the process of preparing a new 10-year plan to reflect the objectives in the recently launched National Road Safety Strategy 2021-2030.

Road Works Programme 2022

- Undertake Restoration, Improvement/Restoration and Maintenance/Discretionary works under 2022 Roadworks Scheme.
- Continue to deliver the Active Travel Programme in 2022.
- Undertake Maintenance and Drainage Programmes as provided in the 2022 Roadworks Scheme.
- Undertake works identified under Low Cost Safety Schemes.
- Administer and implement the Community Involvement in Road Works Scheme.
- Administer and 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.

National Routes Capital Scheme

- Subject to TII approval, progress to Phase 4 - Statutory Processes (Planning & CPO) for the N24 Carrick Road Improvement Realignment Project.
- Seek to advance with TII to Phase 3 - Design & Environmental Evaluation for the N25 Waterford to Glenmore major scheme.
- Seek to progress through Phase 2 - Option Selection for the N24 Waterford to Cahir major scheme.

- Subject to TII approval and budget, progress through Phase 5, Enabling & Procurement and Phase 6, Construction & Implementation for the N24 Tower Road Junction Road Improvement scheme. Construction phase likely to commence in Q3 2022.
- Subject to TII approval, progress to Phase 5 - Enabling & Procurement for the N77 Ballyragget to Ballynaslee Improvement Scheme (177AE Planning Approval secured from An Bord Pleanála and CPO confirmation made by Kilkenny County Council during 2021).

Other Capital & Pavement Schemes

- Progress HD15 and HD17 Safety Schemes on the National Road Network.
- Progress Fencing Retrofit Programme on the National Road Network.
- Progress Vehicle Restraint Systems Programme on the National Road Network.
- Progress the N76 Kilbride to Ahanure (Callan) Pavement Scheme (Construction).
- Progress the N10 Danesfort Pavement Scheme (Design).
- Progress the N76 Callan By-Pass Pavement Scheme (Design).
- Progress the N78 Webbsborough Pavement Scheme (Design & Tender Documents).
- Progress the N77 Ardloo Pavement Scheme (Design & Tender Documents).
- Progress the TII Multi-Annual Pavement Scheme Programme.

Other Projects

- Continue conveyance for M8/M9 Motorway Schemes.
- Undertake Visual Road Condition Survey via MapRoad PMS.
- Undertake Mechanical Road Condition Survey of a selected percentage of the Regional and Local Road Network, including before and after surveys of works completed under the Road Restoration Improvement Programme.
- Continue to up-date the Road Schedule for County.
- Maintain and improve approximately 11,500 public lights within the City and County.
- Kilkenny Northern Ring Road Extension – Submit SAR (Strategic Assessment Report) to Department of Tourism, Transport and Sport in Q2 2022.
- Breaghagh Valley Link Road – Complete Natura Impact Assessment of preferred route and prepare Compulsory Purchase Order (CPO) for lands required. Submit scheme to An Bord Pleanála for Section 171 Planning Approval.
- Loughmacask Link Road – Progress detailed design and construction tender process for Phase 1 (from the Freshford Road to the Dunningstown Road), in conjunction with detailed design and construction tender process for access road to new CBS school site.
- Breaghagh Valley Linear Park – Complete linear park design and land acquisition. Submit URDF (Urban Regeneration and Development Fund) funding application for scheme.
- LIHAF - Commence Part 8 Planning in Q1 2022 for the South-North Link Road Ferrybank between Belmont Road and Abbey Road.
- Respond to emergencies as they arise in accordance with the Severe Weather Plan, Flood Response Plan and Major Emergency Plan.
- Develop a City wide Parking Strategy to inform the revision of the Kilkenny City Parking Bye-Laws.
- Continue enhancements programme funded under URDF Scheme for the City e.g. Parliament Street Improvement, Vicar Street Improvement, lighting up of historic buildings on Medieval Mile and enhancement of shared space concept in the centre (30kph).
- Progress plans on connectivity between Riverside Park and Linear Park.
- Design and development of Kilkenny City Centre Traffic Management Plan.
- Development of Improved Cycling Network for Kilkenny City under Active Travel Programme including provision of pedestrian/cycling bridge crossings of the River Nore north and south of the City Centre to improve pedestrian and cycling mobility.
- Progress Active Travel initiatives within City and County to include safe schools' zones.
- Complete the Ormonde Street Improvement Works in Kilkenny City.
- Commence the Vicar Street Improvement Works in Kilkenny City.

Public Lighting Energy Efficiency Programme

- Kilkenny County Council is the lead authority for the implementation of the PLEEP for Kilkenny and 8 other counties in the Eastern Region. Works have been tendered and it is expected that the contract will commence in Q2, 2022.

Flood Prevention

- In partnership with OPW, progress the Flood Risk Management Plans: Manage and progress the 2 Schemes at Gaignamagh and Ballyhale. Consult with the OPW on progressing schemes at the CFRAMS report for Kilkenny-Freshford, Inistioge, 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 Works

SEIRBHÍSI UISCE RIOSCA - WATER SERVICES

Core Objective

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

KEY ACTIONS FOR 2022 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\plant faults on specific schemes in the County.
- Engage with Irish Water in relation to capital projects necessary to ensure adequate water services to meet the growing demands of the County.
- Meet a number of key performance indicators (these are joint KPI's between Irish Water and Kilkenny County Council) as set out in the Annual Service Plan.

Rural Water Programme

- Allocate grants and subsidies in accordance with Schemes and annual allocation.
- Monitor water quality in the Group Water Schemes.
- Continue to support and update Rural Water Committee on Upgrades to Group Schemes, Well Grants & Subsidies, Incident Management & Water Quality.

Public Conveniences

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

Performance Standards

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

Water (W1) as follows:

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

W2: % of Registered Schemes monitored

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

Head of Finance: Mr. Martin Prendiville



ABBEY QUARTER

Core Objective

The Core Objective is the redevelopment of the former Smithwick'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 is responsible for the development of the extensive public realm areas proposed through the site and the redevelopment of the Mayfair Building as the new City Library.

KEY ACTIONS FOR 2022 ARE AS FOLLOWS:

Ongoing Projects:

- Horse Barrack Lane (to be completed in Feb 2022).
- Brewhouse Courtyard (to be completed in Feb 2022).
- Refurbishment of the Tea Houses (to be completed in Spring 2022). Expressions of interest to be sought from interested parties to operate from the renovated Tea House from Summer 2022.
- Construction to commence on the development of the Urban Street and Park in the Abbey Quarter with a view to being completed by the end of 2023.
- Redevelopment of the Mayfair Building for use as the City Library – to be completed by the end of 2022, with a view to opening to the public in early 2023.
- Mayfair Public Realm (to be completed by the end of 2022).
- Construction of a temporary car & coach park in the area between the River Breaghagh and St. Francis Bridge (to be completed by Summer 2022).
- Renovation of the former Squash Court for Cultural use.
- Completion of the Abbey Quarter 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. The completion of the Conservation Plan will include a public consultation process.
- Work with planning to review the Masterplan and Design Code.
- Advance the development of the new Boardwalk between Greens Bridge and Bishops Meadows to planning.
- Provide support to Kilkenny Abbey Quarter Development Ltd (KAQD) to complete construction of the Brewhouse Building – project to be completed in January 2022 and occupied by the summer of 2022.
- Provide support to KAQD to advance proposals for the development of the first new building on the Abbey Quarter site (Planning application lodged in December 2021).
- Provide support to KAQD to advance proposals for the development of other new buildings on the Abbey Quarter site including the provision of residential units on the site.

Performance Standards

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

LEATHANBHANDA - BROADBAND

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 County Council and the County as a whole.

KEY ACTIONS FOR 2022 ARE AS FOLLOWS:

- Facilitate commercial Broadband and Mobile operators with appropriate development strategies to maximize benefits and use for Kilkenny County Council and Kilkenny County.
- Work closely with the selected National Broadband Plan company NBI to maximise the broadband potential for County Kilkenny.
- Continue to work with community groups to implement the Broadband Connection Points project.
- Assist where possible with the rollout of broadband initiatives in line with the Government's National Broadband Plan.
- Complete a Digital Strategy for Kilkenny.
- Rollout the WIFI4EU project.
- 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.

BAINISTÍOCHT AIRGEADAIS & MÓTARCHÁIN FINANCIAL MANAGEMENT & MOTOR TAXATION

Core Objective

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

Supporting Strategies

The Supporting Strategies are as follows:

- Management of the Annual Revenue Budget to ensure expenditure matches income.
- Ongoing monitoring of the impact of COVID 19 on the Council's Finances.
- Management of the Capital Budget to ensure expenditure does not exceed the funding available.
- Ensure that procedures / controls are in place in all areas for the effective management of all the Council's assets and finances and are sufficient for the needs of the business.
- Ensure the Elected Members are kept up to date on the Council's Finances and on legislative changes that may have a material impact on Finances.
- Monitoring of the Council's cash position to ensure optimum use of the facilities available.
- Collect all monies due to the Council in a timely manner.
- Ongoing monitoring of the Council's Capital funding requirements to ensure appropriate funding is available when needed for approved projects.
- Deliver an efficient / timely service in the Motor Tax Office.
- Management of the Mortgage Loan Book to ensure compliance with loan agreements.
- Ensure compliance with Departmental Circulars, the Accounting Code of Practice and relevant legislation.
- Ensure the Council is tax compliant in all transactions.
- Ensure that all goods and services both Revenue and Capital are procured in a compliant manner to ensure value for money.

KEY ACTIONS FOR 2022 ARE AS FOLLOWS:

- Monthly management reports to be provided to all Department Managers / Directors of Services detailing actual Expenditure / Income against budget for both the Revenue and Capital Accounts.
- Regular meetings to be held with Managers / Directors to review performance against budgets.
- Daily/Weekly monitoring of cash balances to ensure optimum use of the cash/overdraft facilities.
- Implement national Rates Waivers Schemes.
- Complete the 2021 Annual Financial Statement for presentation to Elected Members within the statutory deadlines.
- Complete Budget 2023 within the statutory deadlines.
- Raise additional income to meet the increasing demands on expenditure incurred in the provision of the day to day services.
- Prepare three-year Capital Programme for the period 2022-2024.
- Arrange financing facility for the agreed Capital Programme.
- Issue all customer communications and respond to customer queries promptly.
- Monthly reporting on debt collection performance.
- Management of all Council assets and facilities.
- Provide regular updates to the Elected Members and the public on new legislation.

Performance Standards

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

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

- M1: 5 Year Summary of Revenue Account balance
- M2: 5 Year summary of % collection levels for major revenue sources.
- M3: Public Liability Claims
- M4: Overheads
- R3: % of Motor Tax transactions conducted on line

TEICNEOLAÍOCHT FAISNÉISE - INFORMATION TECHNOLOGY

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. manner to ensure value for money.

KEY ACTIONS FOR 2022 ARE AS FOLLOWS:

- Continue to provide remote working facilities to staff.
- Maintain security of the network and data.
- Increase Network speeds to key sites outside the City.
- Continue to upgrade servers and PCs to latest software.
- Continue the rollout of CRM product.
- Support the National Broadband Plan through the Broadband Officer.
- Rollout new Library System across library network.
- Complete Upgrade of Financial Management System.
- Implement the new national e-planning system.
- Continue preparation for the new national housing management information system.

Performance Standards

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

Corporate C3 & C4 as follows:

- C3: LA website and social media usage
- C4: Overall cost of ICT provision per WTE
- C5: Overall cost of ICT as a proportion of Revenue expenditure.

SOLÁTHAR - PROCUREMENT

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 2022 ARE AS FOLLOWS:

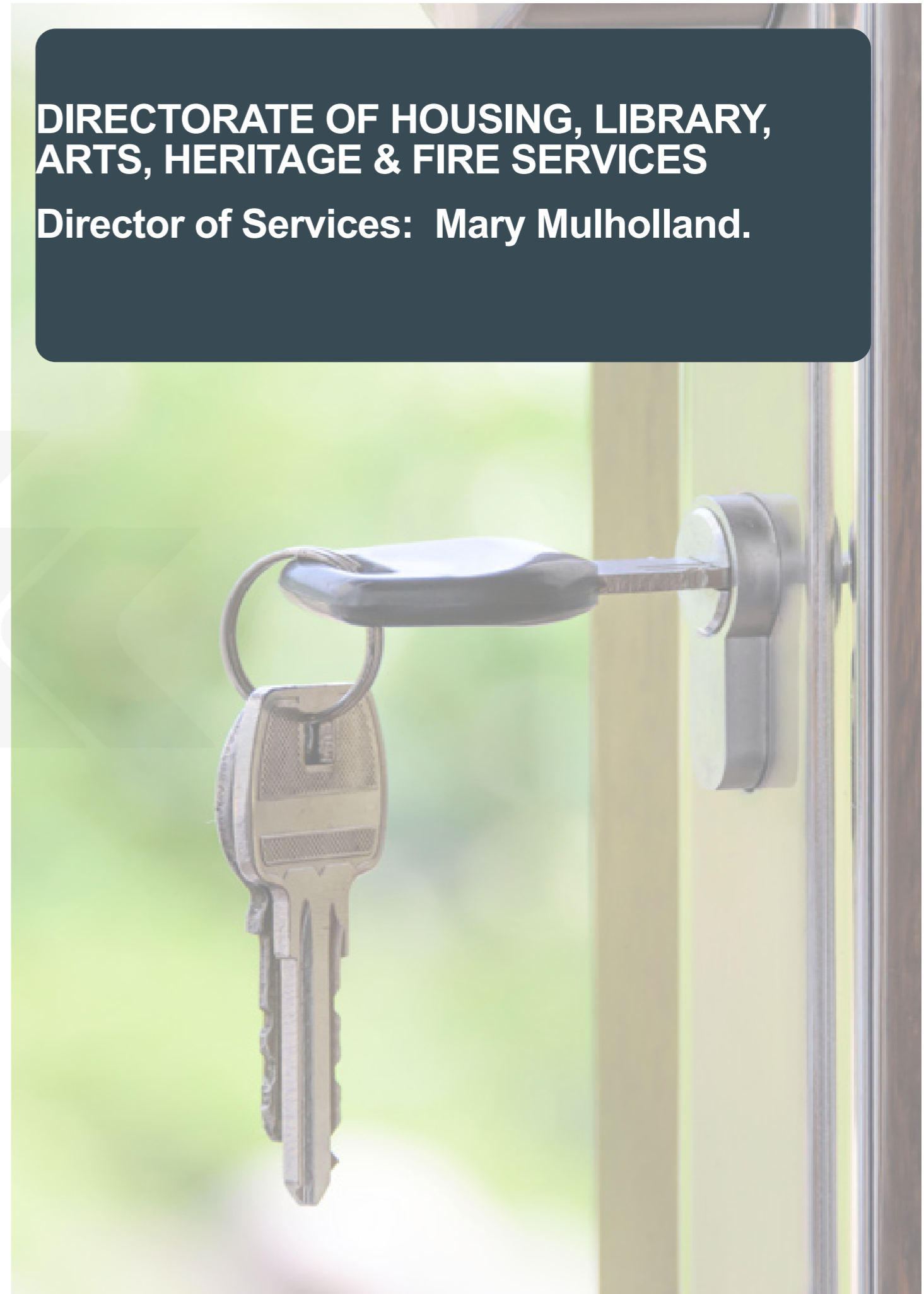
- Ensure that tenders as advertised on the eTenders website and OJEU (European Journal) as appropriate are completed successfully by Service Areas.
- Ensure that Kilkenny County Council participate in relevant SupplyGov.ie Frameworks and that mini competitions are conducted in compliance with their rules.
- Ensure that Kilkenny County Council participate in relevant Office of Government Procurement (OGP) Frameworks.
- Achieve further savings (where possible) in all areas.
- Provide advice and support to all staff involved in procurement/tendering etc.
- Ensure that Service Areas use LGMA approved procurement template documents for Quotations and Tenders.
- Ensure that Service Areas comply with Procurement Directives regarding full electronic procurement for tenders.
- Ensure that Service Areas are aware of and comply with any advice or instructions from the OGP or LGMA regarding best practice in procurement and public works arising from the COVID pandemic.
- Ensure that Service Areas are aware of and comply with any advice or instructions from the OGP or LGMA regarding the procurement of goods, services or public works arising from the changed circumstances brought about by Brexit.
- Review and update the Procurement Procedures Manual.
- Review the Corporate Procurement Plan.
- Promote the use of Environmental and Social Considerations in Public Procurement where possible across the organisation.
- 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 OF HOUSING, LIBRARY, ARTS, HERITAGE & FIRE SERVICES

Director of Services: Mary Mulholland.



EALAÍÓN - ARTS

Core Objective

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

Supporting Strategies

The supporting strategies provide for development and implementation of an Arts Policy to develop, co-ordinate, motivate, inspire, advise and empower artistic activity throughout the City and County, to co-ordinate key cultural events, to manage community and educational programmes and to provide funding to festivals and infrastructure. Strategies include Kilkenny County Council (Arts, Heritage, Libraries) Cultural Strategy 2018-2022, funded in partnership with

KEY ACTIONS FOR 2022 ARE AS FOLLOWS:

Literature Programme

Promoting and enabling access, participation and engagement including:

- Poetry Broadsheet a key annual poetry publication which includes a partnership event as part of Kilkenny Arts Festival.
- Continuing professional development for beginner and emerging writers including courses, workshops and mentoring across genres.
- Networking and opportunities to connect locally and regionally.
- Community initiatives.
- Promoting and highlighting successes of local writers.

Practitioner Professional Development

- **ArtLinks** - Professional development opportunities for emerging and professional artists in all disciplines. Partnership with Carlow, Wexford, Waterford Local Authorities.
- **ArtLinks Bursary Programme** for professional and emerging artists and artistic collaborations.
- **Platform 31** - nationwide artist development scheme offering the opportunity for artists to develop their practice in partnership with thirty other local authorities and the Arts Council of Ireland.
- **Creation 2021** - Carlow, Kildare, Kilkenny, Dublin, Wexford and Waterford have come together to jointly promote a year-long artists' development project partnering with Carlow Arts Festival, Dublin Dance Festival, ISACS, United Fall Dance and the Performance Corporation. Lead partner is Carlow County Council.
- **Place-based Collaborative Practices** - Create a platform for sharing and learning in the field of place-based collaborative arts practice. Lead Authority is Carlow County Council.
- **Emerging Curator Development Programme** - This programme enables an emerging curator to gain experience and professional development in curating and managing exhibitions and projects for Kilkenny City and County.

Music Programme

- Continuing Professional Development - This new initiative is a partnership with First Music Contact (FMC) to deliver CPD programmes and to develop a local plan for supporting Kilkenny musicians.

- Local Live Performance Scheme LLPPS - funding to assist producers, promoters and venues to provide support for people in the industry to facilitate programming of live performances (in collaboration with Corporate Services).
- Music Generation - Support Kilkenny Music Generation Programme in partnership with Kilkenny/Carlow ETB to progress to self-sufficiency.

Community / Education / Life Long Learning

- Continue to research and design high quality community and education programmes to suit diverse sectors of the community.
- A school's arts bursary will be administered to support the creativity and wellbeing of young people. This will replace the Rhyme Rag ensemble for 2022 due to current restrictions.
- Culture Night - Annual collaborative event celebrating the Arts in all its guises.
- Open Circle Community Arts - Deliver high quality arts engagement for women in Kilkenny and support the next phase of the development of this programme.
- BOOKVILLE Festival - Book and literature-based festival for families and children in Partnership with the Library Service.
- Ongoing support and advice to practitioners and communities.
- Youth Arts Network – Partnership with the Councils' of Waterford, Wexford and Carlow and other regional and national partners. Development of a strategy for Youth Arts organisations, groups and for young people who want to participate in the arts. Development of an effective network organisation for Youth Arts. Research and development of a series of cross region platforms as well as programmes and events. Lead Authority is Waterford City & County Council.

Artists Grants & Bursaries

Administer the following grants and bursaries:

- Arts Act Grants – individuals and communities.
- Residency awards.
- School subsidies.

Per Cent for Art

- Continue development and implementation of the Per Cent for Art Programme.

Other

- Collaborate with Watergate Arts Centre to develop a creative hub.
- Continue to advice and support groups and individuals.
- Input to Arts planning and relevant policy initiatives.
- Support the development of the former Squash Courts and the Maturation Vats on the Abbey Quarter site.

Performance Standards

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

LEANAÍ & DAOINE ÓGA - CHILDREN & YOUNG PEOPLE

Core Objective

In line with the National Children's Strategy 2000, 'Better Outcomes, Brighter Futures' the National Policy Framework for Children and Young People 2014-2020, the National Strategy on Children and Young People participation in decision making 2015-2020, 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 2022 ARE AS FOLLOWS:

- Operate a strong and active Comhairle na nÓg structure in Kilkenny throughout 2022, focusing on schools who have not participated previously and young people from lesser heard communities.
- Tender Contract for Comhairle na nÓg 2022-2023.
- Assist Comhairle na nÓg to develop two topics 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 in delivering Kilkenny Strategic Plan through implementation of the Actions to improve service delivery for children and young people based on 5 outcomes:
 - active and healthy physical and mental wellbeing,
 - achieving full potential in all areas of learning and development,
 - safe and protected from harm,
 - economic security and opportunity, and
 - connected, respected and contributing to their world.
- Support the CYPSC funding streams including seed fund projects and Healthy Ireland funding.
- Support Ossory Youth in the delivery of programmes to young people in the County.
- Young Social Innovators – provide support to the running of the civic engagement programme in the County and the social innovations young people are pursuing
- National Play Day, National Recreation Week and Bike Week – Facilitate the provision of these events for children and young people in Kilkenny.
- Capital Play & Recreation funding – access funding for recreation infrastructure targeted at children and young people.
- Facilitate the operation of a Youth Café in the former Courthouse Castlecomer staffed by youth development workers.

Performance Standards

Youth/Community (Y1) as follows:

Y1: Participation in Comhairle na nÓg Scheme

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

COSAINT SHIBHIALTAÓGA - CIVIL DEFENCE

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 2022 ARE AS FOLLOWS:

- Increase the number of volunteers by 30% to the optimum number of 50 volunteers to maintain a core group of trained volunteers to respond to emergency requests.
- Maintain standards of readiness to respond in an emergency by ensuring a comprehensive training plan is in place.
- Identify a suitable location and funding solution for the provision of permanent Civil Defence facilities in Kilkenny City.
- Provide support to all agencies as required under Covid 19 requirements.
- Up skill the existing volunteers in line with National practices and standards.
- Continue to risk assess all core activities and ensure health and safety policies and procedures are in place.
- Maintain the capacity of the boat unit to respond to emergencies and maintain equipment available.
- Increase the capacity of the casualty unit through upskilling existing volunteer and recruiting new volunteers to the medical unit.
- Procure and maintain equipment to aid the appropriate response to an emergency.
- Develop a resilience desk to coordinate the response of available voluntary services during severe weather events.
- Maintain relationships with principle response agencies and the Major Emergency Management Team.
- Collaborate and undertake training exercises with PRA's and other volunteer response agencies in readiness for emergency response.
- Respond to requests for support from the 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 standards as set out above.

POBAIL & CULTÚR - COMMUNITY & CULTURE

Core Objective

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 2022 ARE AS FOLLOWS:

- Support the LCDC and its Sub Groups with regards to oversight and monitoring of the Local Economic and Community Plan (LECP) 2016-2021 and its implementation of Annual Action Plans.
- Prepare the next LECP in line with National Department of Rural and Community Development Guidelines.
- Maintain and manage the oversight and monitoring of the Social Inclusion and Community Activation Programme (SICAP).
- Implement Community Development funding programmes including SICAP, CLÁR, Community Enhancement Programme, Healthy Ireland Fund, Community and Cultural Capital Facilities Grant Scheme, Community Event Grant Scheme, annual direct funding contributions and small-scale financial support for social inclusion events.
- Support the Healthy Ireland Coordinator, the Healthy Kilkenny Working group and the LCDC in the implementation of the Kilkenny LCDC Healthy Kilkenny Work Programme.
- Support the Healthy Kilkenny Working Group and LCDC in the Strategic Planning Phase of the Round 4 Healthy Ireland Work Programme to commence in Quarter 2 of 2022.
- Prepare and submit a three-year Healthy Ireland programme.
- Support the recruitment of a Healthy Communities Coordinator under the new Slaintecare Healthy Community Programme.
- To support the Lone Parents Steering Group in the implementation of the Voice and Visibility Action Plan for One-Parent families in Kilkenny.
- Provide ongoing support to the Public Participation Network [PPN] including the employment of the PPN Development worker and support worker.
- Support the Kilkenny Traveller Interagency Group and the Kilkenny Traveller Community Movement in engaging travellers in local structures and services and the development of a traveller community horse project.
- To develop a streamlined approach to documenting and capturing the Funding Data Gathering and Mapping Exercise.
- To support the development of appropriate structures and mechanisms to implement actions in the Kilkenny Migrant Integration Plan 2021-2023.
- To support the Intercultural Forum in partnership with County Kilkenny LEADER Partnership, the Public Participation Network and local ethnic minority and cultural groups.

- To support the engagement of ethnic minority and cultural groups to engage in Local Elections as part of the LGMA funding stream.
- Develop a Community Grants Booklet and further develop the online “One Stop Shop for Funding” portal on the Kilkenny County Council Website.
- Engage with National Policy on town centre living.
- Deliver Rural Regeneration Development Fund (RRDF) projects in Callan and Thomastown.
- Develop RRDF project applications.
- Deliver Town & Village Renewal 2020 and 2021 projects and develop new projects for 2022 applications.
- Deliver Masterplan for Urlingford Town Centre.
- Support Town Teams in the implementation of the Town Plans.
- Implement projects under the Disability Awareness Participation Fund, Disability Agenda for Accessibility and service providers.
- Co-ordinate the Pride of Place programme in County Kilkenny.
- Support the Kilkenny Recreation & Sports Partnership.
- Support Estate Enhancement Programmes.
- Further develop the Kilkenny County Council’s Quarterly Community Information Newsletters and other sources of interactive online communications.
- Deliver the Streetscape Paint Scheme for commercial premises in 2022.
- Support Climate Change Adaptation Plan.
- Implement objectives of the Culture and Creative Strategy 2018-2022 and devise and implement a Creative Ireland Programme for 2022.
- Develop a 5 year strategy for the implementation of the Creative Ireland Programme 2023-2027.

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)

SEIRBHÍS DÓITEÁIN & TARRTHÁLA & PLEANÁIL ÉIGEANDÁLA FIRE & RESCUE SERVICE & EMERGENCY PLANNING

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.

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 2022 ARE AS FOLLOWS:

- Respond to fire and other non-fire emergencies – 24 hours a day, 365 days a year.
- Review and adopt Fire and Emergency Operations Plan 2022-2026.
- Deliver the construction of a new fire station for Urlingford Fire Brigade.
- Identify site and plan for a new fire station for Kilkenny City.
- Implement a programme of community engagement measures including a Primary Schools Programme, a Road Safety Programme, Home fire safety visits, Fire Station Visits and Open Days and lunch time seminars for the construction sector.
- Implement a more proactive social media engagement.
- Process Fire Safety Certificate applications and hold Fire Safety Clinics.
- Introduce the online fire safety certificate process.
- Secure implementation of Fire Service Management System.
- Work with Waterford City and County Council to deliver a framework for the delivery of fire service requirements in South Kilkenny.
- Implement Kilkenny Fire & Rescue Service Fire Safety Plan 2021-2026.
- Assess Licensing applications under Intoxicating Liquor licence applications.
- Be more proactive in the implementation of Dangerous Substances legislation at all premises requiring licence in the County.
- Review buildings under the Fire Services Acts.
- Increase private rental inspection requirements.
- Review Major Emergency Management Plan.
- Review and test Trans-Stock in conjunction with AGS and NAS under Seveso Regulations.
- Review and implement Flood Emergency Response and Severe Weather Plans.
- Develop Pre-Incident Plans.
- Monitor all Fire Brigade response and attendance times.
- Review of Safety Statements.
- Implement Kilkenny Fire & Rescue Service Safety Management Plan 2022.
- Implement a more robust fire management system to improve payroll to staff.
- Implement a new fire management system to improve fire billing.

- Deliver quality training e.g. Initial Firefighting Skills, BA, CFBT initial, ESDS, Emergency First Responder, CAFS, Pump Operators, Hazardous Materials.
- Implement Risk Based Approach II – nearest available resource.
- Upgrade facilities in all Fire Stations as per Section 26 Plan.
- Upgrade of fire service vehicles as per the Section 26 Plan.
- Develop the IS/IT system for all stations and fleet integration.

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 Mobilisation

F3: Percentage Attendance Times at Scenes

P5: Applications for Fire Safety Certificates

OIDHREACHT - HERITAGE

Core Objective

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

Supporting Strategies

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

KEY ACTIONS FOR 2022 ARE AS FOLLOWS:

- Co-ordinate the Kilkenny Heritage Forum including review of membership.
- Implement County Heritage Plan Programme.
- Implement County Biodiversity Plan Programme.
- Participate in Kilkenny Climate Action Team and implement climate actions in the Kilkenny County Council Climate Adaptation Strategy.
- Implement the Decade of Centenaries Programme.
- Implement the Community Monuments Fund.
- Implement the National Biodiversity Action Plan Fund.
- Implement the Irish Walled Towns Network Fund.
- Implement the Kilkenny Pollinator Programme.
- Implement the national Local Authority Tidy Towns Pollinator Award.
- Co-ordinate and implement the Kilkenny programme in National Heritage Week.
- Support and administer delivery of the Kilkenny Creative Ireland Programme.
- Communicate via "Kilkenny Heritage News" ezine, local press and social media.
- Provide advice to the public and local authority on heritage best practise.
- Support Kilkenny participation in the National Heritage in Schools Programme.
- Provide heritage support and advice on projects and programmes being developed within the organisation.
- Implement heritage actions in the Local Economic and Community Plan.

Performance Standards

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

TITHÍOCHT - HOUSING

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 2022 ARE AS FOLLOWS:

Housing Capital Delivery

- Deliver the targets for new social housing units set by Department of Housing under Housing for All and included in the Housing Delivery Action Plan 2022-2026.
- Identify options to deliver Affordable Housing under the various Affordable Housing Schemes.
- Support Approved Housing Bodies (AHB's) in providing housing under CALF and CAS.
- Source suitable housing units from the private rented market under the RAS and HAP schemes.
- Deliver universally accessible units to meet needs of the elderly and disabled.
- Provide additional units for the Housing First programme to address long term homelessness.
- Provide traveller specific housing units approved in the Traveller Accommodation Programme 2019-2024.
- Deliver additional "own front door" units to cater for increase in demands on homeless services.
- Identify vacant and underutilised buildings that maybe suitable for housing and support owners to bring properties back into residential use under the Repair to Lease and Buy & Renew Schemes.
- Seek to acquire additional land suitable for residential development in areas where there is a housing demand.
- Ensure timely recoupment of funding from the Department of Housing in relation to payments under the Capital Delivery Programme.
- Implement an ambitious Energy Retrofit Programme.
- Implement actions included in Climate Change Adaptation Strategy.
- Manage all Housing Lease Schemes including CALF, RAS and MTR.
- Prepare and implement an Approved Housing Body Register.
- Develop an AHB forum to consult and support AHBs in meeting their requirements under the Approved Housing Bodies Regulatory Authority (AHBRA).

Housing Operations

- Agree and implement a strategy for Housing Asset Management to include a stock condition survey and planned maintenance programme.
- Optimise the use of existing housing stock by reviewing void management procedures.

- Ensure that all procurement frameworks are in place to meet maintenance requirements representing value for money in service provision.
- Assess and process applications under all Housing Grant Schemes including HOP, HGD and MAG.
- Ensure timely recoupment of funds under all Housing Grant schemes.
- Develop a multiannual Improvement Works in Lieu of Housing programme and secure funding for projects in 2022.
- Submit and implement an ambitious voids programme to meet the requirements of both standard and non-standard void refurbishment works.
- Deliver a responsive and cost-effective reactive maintenance service meeting health and safety requirements for both staff and tenants.
- Effectively manage all funding supports to maximise investment in voids, extensions and adaptations.
- Meet the targets set out for Private Rented Inspections in 2022 with associated follow up and enforcement actions as required.
- Reduce energy usage in Council's social housing stock by implementing Energy Retrofit Programme in existing houses.

Tenancy Management and Loans

- Manage Tenancy Sustainment Service Level Agreement.
- Monitor and implement Anti-Social Behaviour Strategy with robust enforcement action as required.
- Carry out a rolling rent review process during 2022 to ensure a fair and equitable rental system.
- Provide County Council tenants with climate adaptation awareness materials at home, particularly at time of taking up new tenancy.
- Effectively manage the allocation of new tenancies with effective tenant induction.
- Ensure timely nomination of tenants for AHB properties.
- Implement Choice Based Letting for all Kilkenny County Council allocations during 2022.
- Manage and implement Local Authority Loan Scheme.
- Implement Tenant Purchase Scheme.
- Ensure all insurance requirements associated with Housing Loans are in place.
- Prioritise the provision of archive facilities and records for title deeds currently held by the Loans Department.
- Implement Central Credit Register requirements.
- Provide Tenant Liaison Services including estate management supports to all tenants in line with Tenant Handbook.

Housing Support Services

- Provide a dedicated team to assess housing applications in line with appropriate legislative requirements.
- Update i-house system to prepare for the migration to a new housing system in 2022.
- Ensure the effective operation of Homeless Action Team.
- Manage homeless service systems.
- Manage Service Level Agreement with Good Shepherd Centre.
- Develop Own Front Door programme.
- Reduce dependency on hotel accommodation.
- Increase prevention support services.
- Actively seek outreach services for rough sleepers in Kilkenny City.
- Expand Housing First.
- Comply with regional and national requirements under Housing for All by developing a Homeless Action Plan, implementing NQS requirements and updating PASS systems.
- Support the Homeless HAP Placefinder role.
- Process applications for HAP assistance in private rented houses.
- Manage rent reviews and debt collection under the HAP scheme.
- Monitor Traveller Accommodation Programme implementation.
- Provide Social Worker supports to members of the Travelling Community.
- Support Local Traveller Accommodation Consultative Committee.
- Support the effective operation of Kilkenny Housing Disability Steering Group.
- Liaise with HSE START programme.
- Ensure compliance with Sex Offender Risk Assessment & Management [SORAM] requirements.
- Manage Housing First Service Level Agreement.

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 Costs

H4: Housing Maintenance Direct Costs

H5: Private Rented Sector Inspections

H6: Long-term Homeless Adults

SEIRBHÍ SÍ LEABHARLAINNE - LIBRARY SERVICES

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 2022 ARE AS FOLLOWS:

Infrastructure & Service Delivery

- Progress and develop the Kilkenny City Library capital project (Mayfair) for opening in Q1 of 2023.
- Progress and develop Thomastown Library through Stage 3 and Stage 4 process.
- Assess, cost and develop a plan for the relocation of the local studies and library headquarters administrative function to the Carnegie Library.
- Develop a viable proposal for the development of a fit for purpose modern library in Callan.
- Commence the application for the replacement of the exiting mobile library vehicle.
- Replacement of windows in Graiguenamanagh Library to ensure they are weatherproof and heat efficient.
- 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 Staff.
- 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 and ensure sustainable development underpins all aspects of library development.

Workforce Development

- Continue to progress and implement the agreed 2019 Workforce Plan as well as ensuring adequate staff resources for the new Mayfair City Library and Thomastown Library.
- Develop a training schedule based on workforce needs and customer expectations regarding service delivery and requirements and implement recommendations arising from the national workforce development survey of all library staff.
- Liaise with HR Training Officer and Libraries Development and other relevant training suppliers/organisations to source and provide relevant training.
- Develop and implement in-house and online training where possible.
- Regularly review staff scheduling and roles and align staffing resources to service needs as per Covid 19 Government roadmap and priorities in line with national and local strategies.

Service Development

- Continue to develop and provide accessible, quality blended digital and physical services as a hybrid model of delivery responding to different service delivery levels as per Government Covid 19 guidelines and roadmap.
- Continue to develop and design a range of varied, accessible programmes and initiatives in response to changing community needs and to support our current resources, ensuring a blended approach to accessibility.
- Continue to research and create quality driven and relevant content to target those who need it most. Maximise opportunities to market and promote library and cultural services to the wider community via local media, online and social media and support the national publicity campaign.
- Continue to increase engagement using both national and local platforms and media.
- Continue to implement GDPR and Child Protection legislation/policies and implement across the library network.
- Continue to participate in national library initiatives – Right to Read, Work Matters, Healthy Ireland at your Library, Creative Ireland, Decade of Centenaries and access all funding opportunities by the Department to further develop and deliver services.
- Ensure the library's collections reflect community and individual needs to ensure alignment of collections, both physical and digital, and budgets with local catchment areas.
- Ensure funding levels are increased in line with recommended capita stock fund target of €4 using an incremental approach to increasing funds year on year.

Collaboration & Partnership

- Support Kilkenny Age Friendly County Strategy 2017-2022 - implement and deliver on actions. Continue the rollout of the Age Friendly Libraries Digital Ambassador's Programme in collaboration with Age Friendly Ireland.
- Cultivate already existing collaborations and partnerships. Create and develop new ones working with ETB, Kilkenny Childcare, Design and Crafts Council, Calmast, local community groups and Nala to promote the library as an accessible, cultural, community and educational space both physical and online.
- Increase engagement with citizens using LCDC and PPN structures and progress objectives in the LECF Plan.
- Continue to expand the Aistear project offering to local primary schools and crèches .
- Continue to expand the Little Library Bag/ First 5 Book Project in partnership with Early Learning Centres and Kilkenny Childcare Committee.
- Continue to participate in the National Lexile Literacy pilot with NEPS and Libraries Ireland.
- 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 library spaces as digital learning centres and digital enablers. Introduce new technology and services to the public e.g. C-pen readers, 3-D printing and Library APP including self-check feature to allow ease of access to digital services.
- Continue to upgrade and invest in ICT infrastructure across the branch network including permanent enhanced radio link from County Hall to Callan Library and enhanced broadband/ Wi-fi for Castlecomer Library to improve public internet access via KCC IT Department.
- Promote recent Wi-Fi service enhancement for 3rd level students via Eduroam at Ferrybank, Callan and Thomastown libraries.
- Complete the rollout of footfall webcams and digital signage for traffic light access system in all branches for monitoring library visits and maximum occupancy.

- Prepare and plan for the migration to a new national Library Management System with scheduled phases to include data extraction, catalogue preparation, third party product integration and staff and customer training in Q1 and Q2.
- Continue to provide and promote the suite of 24/7 national online services to the public and amplify the digital offer by continued local subscription to other platforms e.g. Freegal and Comics. Use a range of publicity channels physical and online to encourage usage for education, work and leisure.
- Increase our usage of social media platforms to deliver and promote library services and increase traffic. Expand use of infographics and other tools to reflect service delivery.
- Investigate other interactive online platform opportunities for promotion.

Local Studies Service

- Continue to expand our digital offerings on the library website, the Kilkenny Digital Archive and on our social media channels.
- Engage creatively with local studies content and make available visual and audio content of places and people of local historical interest.
- Provide access to and conserve Library archive collections.
- Provide access to and lend items from collections housed in the library store through Libraries Ireland inter-library loan scheme.
- Expand and develop new collections on the Kilkenny Digital Archive. Focus on cultural collections and continue to publicise via multiple platforms.
- Engage with DR Ireland to showcase our archive collections both nationally and internationally.
- Continue to develop our outreach programme to schools both primary and secondary, adult and further education groups and local history societies.
- Continue to invest and preserve the collective history and heritage of County Kilkenny via the Local Studies Department and increase usage of this service.
- Build on the significant use and engagement of social media and local media to promote the collection and services to increase usage and awareness of service.
- Continue to provide advice, support and referrals to family history queries and provide online supports and workshops when resources allow.
- Ensure the successful migration of the local studies' collection's bibliographic content to the new national library management system SPYDUS.
- Participate and develop events as part of the Decade of Commemoration programme. Continue to develop our Decade themed suite of online resources, workshops, brochures, podcasts etc. for both schools and the public.

Enable Best Practice Delivery of the Library Service

- Explore and identify funding, sponsorship and partnership opportunities that will assist the delivery of sustainable programmes and services.
- Build further on our current evaluation approaches looking at effective evidence-based reporting to review statistical data for reporting bodies.
- Identify and develop local indicators, including online measurements to ensure the range and depth of usage is monitored and reflected.
- Compare and monitor usage of all library services and keep abreast of other models of library measurement from a best practice point of view.
- Continue to monitor and evaluate the "My Open Library" service in Castlecomer Library when same is reinstated (temporarily suspended due to Covid 19 restrictions) and expand the "My Open Library" service to other branches where appropriate.

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 & Registered Members

L2: Cost per capita of operating a Library Service & per capita expenditure on collections.

DAOINE SCOTHAOSTA & CONTAE LE HAOIS AOIS CHILL CHAINNIGH- OLDER PEOPLE & KILKENNY AGE FRIENDLY COUNTY

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 2022 ARE AS FOLLOWS:

- 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 2021.
- Prepare a work programme for 2022.
- Facilitate the ongoing Agency Reporting to the Alliance.
- Provide ongoing Support to the Kilkenny Older People's Council.
- Provide ongoing support to the Carlow Kilkenny Services Providers Forum.
- Facilitate the continued implementation of the Age Friendly Business Recognition Scheme for the wider County.
- Progress MacDonagh Train Station as an Age Friendly train station.
- Seek further opportunities to include Age Friendly concepts in planning, design and in the provision of Council Services.

Performance Standards

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



**DIRECTORATE OF PLANNING, CLIMATE CHANGE,
BUILDING CONTROL, PARKS, LEO/ECONOMIC
DEVELOPMENT, TOURISM, MARKETING &
VETERINARY SERVICES.**

Director of Services: Sean McKeown

SPÓRT & CAITHEAMH AIMSIRE TAITNEAMHACHTA - AMENITY, SPORT & RECREATION

Core Objective

The core objectives of the Project & Parks Office are as follows:

- (a) to deliver on the requirement for open natural spaces and recreation areas, including free play for the health and well-being of people of all ages and ability across the county,
- (b) to build on Kilkenny's outdoor and adventure tourism offering by improving visitor choice and experience of amenities that are accessible year round, and
- (c) to attract funding opportunities to undertake infrastructural projects that will support job creation, address de-population and rejuvenate our small rural towns and villages.

Supporting Strategies

The supporting strategies include the planning and development of recreational play, amenity, sport and outdoor recreation for the enjoyment and constructive use of leisure time that encourages fitness, outdoor activity and outdoor recreational tourism.

Key County and national supporting strategies include: The Kilkenny Local Economic and Community Plan 2016-2021, the Kilkenny City & County Development Plan 2021 -2027, Kilkenny County Council's Climate Adaptation Strategy 2019-2024, the National Biodiversity Action Plan 2017-2021, the All-Ireland Pollinator Plan 2018-2022. The Biodiversity Climate Change Sectoral Adaptation Plan (2019), the National Countryside Recreation Strategy for the Future Development of National and Regional Greenways 2018, the National Build a Sustainable Tourism Industry, Promoting the Participation of People with Disabilities in Physical Activity and Sport in Ireland, The Sport Ireland Participation Plan 2021-2024 and the DRCD's Our Rural Future 2021 -2025.

A number of the projects targeted for 2022 will be advanced by working with a number of other relevant Departments Agencies and groups, some of which include Department Rural & Community Development, Kilkenny Leader Partnership, Kilkenny Recreation & Sports Partnership, Trail Kilkenny, Coillte and the HSE. Actions and projects will be supported from a number of funding streams including the Council's own funds, the Outdoor Recreational Infrastructure Scheme (ORIS), Town & Village Renewal, the Rural Regeneration Development Fund (RRDF), the CLÁR Programme, the Sports Capital Funding, the LEADER Programme along with recreation funding from the Department of Children, Equality, Disability, Integration and Youth.

KEY ACTIONS FOR 2022 ARE AS FOLLOWS:

Parks & Playgrounds

- Provide assistance to community groups to plan, source funding and develop community playgrounds and play spaces with particular focus on areas within the County currently lacking such amenities.
- Maintain playgrounds to a high standard and provide assistance to support community playground groups across the County who also assist in their upkeep.
- Ensure playgrounds continue to meet the requirements of European Standards EN1176 and EN1177 which relate to playground safety of equipment and safety surfacing.
- Continue to implement a weekly (in house) quarterly and annual (independent) playground inspection regime for the existing 31 playgrounds in the county and address maintenance and operational issues as they arise in a timely manner.
- Plan for future development, provision and upkeep as playgrounds age and require replacement.
- Continue to maintain and improve the River Nore Linear Park, Garringreen Neighbourhood Park and Newpark Marsh.

Sports Pitches

- Continue to 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 to enter long-term lease arrangements and enable them access grant assistance where appropriate.
- Continue to maintain pitches, upgrade areas of wear and tear as required and fund permits.
- Continue weekly inspections of goal posts as per recommended safety guidelines.
- Weekly inspections of Multi Use Games Areas (MUGAs) at Newpark, Garringreen and Fr. McGrath Centre.
- Prepare and submit funding applications to improve sport facilities as Capital Sports funding schemes are announced.

Kilkenny Greenway

- Continue to assist in the construction of the 24km South East Greenway located between Ferrybank, South Kilkenny and New Ross, County Wexford in conjunction with Wexford and Waterford Local Authorities. The Greenway will pass through the rural hinterland of South Kilkenny following the route of the disused railway line.
- Conclude land transfer with CIE.
- Continue to engage with adjoining or affected landowners and reach agreement of accommodation works schedules.
- Apply for planning permission and develop temporary construction compounds to facilitate construction of the Greenway as necessary.
- Work with our neighbouring Local Authority partners to ensure connectivity to the South East Greenway from the Red Bridge Walking Trail in New Ross and through the North Quays in Waterford City onto the Waterford Greenway at the South Quays.
- Obtain planning consent for Greenway carpark at the agreed site in Rathculliheen, Abbeylands.
- Conclude the Route Selection and Design Options Study for the Greenway links to the villages of Slieverue and Glenmore.
- Work with relevant stakeholders and funding bodies to develop an interpretation and animation plan for the Greenway.

Woodstock Gardens & Estate

- Maintain the newly refurbished walkways from Inistioge village through Woodstock Estate including the recently upgraded Brownsford Stream Waterfall Loop Walk.
- Utilise funding secured under the Outdoor Recreation Infrastructure Scheme (ORIS) to enhance trails, playground equipment, sensory areas, toilet facilities and car parking within the gardens to increase the universal access of the offering.
- Seek approval from Sport Ireland to re-route section of South Leinster Way through Woodstock Gardens.
- Complete all works associated with the newly established trail, The Brownsford Stream Waterfall Loop Walk providing trailheads within the Gardens and Inistioge Village.
- Build on outdoor dining provision and offering within the Gardens including provision of tent covered dining area and ice cream cone offering from coffee truck.
- Continue to offer a variety of outdoor events to attract members of the public to the Gardens, e.g. schools orienteering, dawn chorus, forest school, tree day.
- Promote environmental education through the Forest Schools Programme and guided nature walks and talks.
- Make the Gardens available, where appropriate for weddings and other private events in order to expand the offering and increase visitor numbers.
- Run events to coincide with Heritage Week/ National Tree Week/Tree Day.

- Implement a planting programme to replace valuable specimen trees lost due to storm damage or age in order to maintain the quality of the planting in the Arboretum for future generations.
- Upgrade the Winter Garden formal planting scheme to provide year round interest.
- Continue to offer garden tours to visitors with a reduced mobility service for the less able bodied.
- Endeavor to hold/facilitate a minimum of four events per year in the grounds and build on the existing Yulefest offering.
- Continue to promote and market Woodstock Estate with our service providers through key social media platforms.
- Continue to explore potential options to expend tourism offering of Gardens and wider estate.

Annual Tree Planting and Tree Surgery Programme

- The Parks Team is committed to planting trees in public places in the City and County in association with community groups and in support of our objectives under the Climate Change Adaptation Strategy. The trees will be predominantly native and or pollinator friendly.
- Work to deliver community planting schemes in association with community groups.
- Continue with the specimen tree replanting programme in Woodstock to compensate for trees lost due to age or storm damage.
- Assess the health of trees in public spaces around the County and organise tree surgery based on sound arboricultural principles.

Amenity Grants

- Invite applications under the Amenity Grant Scheme to support communities and residents associations to maintain their local areas.
- Continue to advise communities in relation to planting schemes, pollinator planting, meadow management etc.
- Process all valid grant claims by end of 2022.
- Support the objectives of the All-Ireland Pollinator Plan by encouraging groups to manage areas in a more sensitive manner for habitat and pollinators.
- Prioritise applications where groups intend to manage areas in an environmentally sensitive manner.

Maintenance of Residential Amenity Areas

- Manage grass cutting in parks and playgrounds across the City and County and in certain residential estates where the size of the grass area warrants providing assistance to residents.
- Seek to convert additional locations that are currently intensively managed into meadow grassland in support of pollinators and biodiversity.
- Tender for new grass cutting contracts with an emphasis on increasing pollinators areas in January 2022.
- Support community groups through advice to maintain open space areas in a more sustainable way.

Partnership Projects with Kilkenny Leader Partnership & Communities

- Complete Graiguenamanagh Men's Shed building and Abbey Hall Recreational Area in early 2022.
- Appoint Consultants and complete Feasibility Study & Design Options Report for Bennettsbridge Riverside Amenity Area & Pedestrian/Cyclist Bridge.
- Appoint Consultants and complete Feasibility Study & Route Selection Report for Recreational connectivity link between Woodstock Estate and the South East Greenway.
- Engage Consultants to prepare a Feasibility Study & Route Selection Report for the section of the Nore Valley Walk between Bennettsbridge and Thomastown.

- Complete design and construction work on the Slieverue Linear Park.
- Prepare tender for consultancy services to undertake Feasibility Options Report for the Goresbridge Riverside Amenity Area.
- Advance design and installation of the Callan Heritage Trail.
- Complete Feasibility Study of 2 Pedestrian Bridges over the River Barrow in Graiguenamanagh.

Trails and Walks – Outdoor Recreational Infrastructure Scheme (ORIS)

- Deliver 7 Measure 1 funded Schemes under the 2021 ORIS.
- Deliver Moat Field Looped Walk Phase 2, Callan, under 2020 ORIS subject to agreement from landowners.
- Progress to construction stage 2 Measure 2 schemes funded under 2021 ORIS within Woodstock Gardens and the Castlecomer Discovery Park.
- Progress to construction stage the Kilkenny Countryside Park funded under Measure 3 of the 2021 ORIS.
- Engage with the Castlecomer Discovery Park Board Members to prepare tender documents and engage consultants to prepare masterplan for complex.
- Deliver above works programme in accordance with the conditions of the relevant funding offer agreement.
- Work with relevant Sections, community groups and other relevant bodies to strengthen application submission.
- Work with stakeholders to identify new potential trails to be developed under the ORIS programme.
- Carry out inspections of trails / walks under our charge such as the Silaire Wood and boardwalk trail in Graiguenamanagh and the looped walks within the Woodstock Estate.
- Continue to promote and market our trails with our service providers, under the Outdoor Kilkenny brand through key social media platforms.
- Subject to funding announcement call, submit suite of applications under the various measures for funding supports.
- Continue to fulfil our role within Trail Kilkenny to promote outdoor offering within the County.

Various Funding Programmes

- Identify potential projects that deliver core objectives and meet the criteria as prescribed under the following:
 - o Rural Regeneration Development Fund
 - o Town & Village Renewal
 - o CLÁR Programme
- Work with relevant Sections, community groups and other relevant bodies to strengthen application submissions.
- Develop and submit project applications.
- Deliver agreed funded works programme in accordance with the conditions of funding offer agreements.

Planning & Development

- Assist the Planning Section in the proper planning and development of Kilkenny by advising and inputting into Masterplans and Planning Applications.
- Explore the development of an overall masterplan for a local recreational amenity at St Canice's site in conjunction with the HSE, KRSP and local clubs.
- Assist in the master planning for the Breagagh Valley Linear Park and connectivity into Town Centre.

Performance Standards

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

FORBAIRT EACNAMÁÍOCH & TACAÍOCHT EACNAMÁÍOCH - ECONOMIC DEVELOPMENT & ENTERPRISE SUPPORT

Core Objective

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

Supporting Strategies

The supporting strategies include the strategic development of the economic infrastructure as detailed in the Local Economic and Community Plan (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 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).

KEY ACTIONS FOR 2022 ARE AS FOLLOWS:

- Carry out a review of LECP 2016 – 2021 and commence the process of the development of the Integrated Framework LECP for the next 6 years, whilst also developing the implementation plan which is aimed at achieving the objectives of the framework LECP and supporting its delivery.
- Promote the 'Invest Kilkenny' Brand by marketing Kilkenny as a place to invest and do business through close collaboration with our partners including the IDA and Enterprise Ireland (EI).
- Develop quarterly Housing Report & Economic Dashboard to monitor Kilkenny's performance under various measures.
- Monitor various sources of vacant commercial property across the County and 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.
- Promote and rollout 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 business and investment.
- Support businesses to participate in national initiatives such as the Retail Excellence Awards, etc.

- Collaborate with the City Centre Task Force and deliver on agreed needs for Kilkenny City.
- Continue to promote and support existing and new Kilkenny businesses.
- Continue to promote Kilkenny as a centre for a campus for the Technological University for the South East.
- Promote Kilkenny as a Centre of Excellence in Design through the progression of the Centre for Design (C4D) with the National Design Centre (NCD) outlined in the National Development Plan being a long term objective.
- Continue to support the development of support for the Precision Agriculture Centre of Excellence (PACE) in conjunction with WIT.
- Identify and pursue funding opportunities to assist in economic development and job creation, including grants under the URDF and REDF.
- Support businesses throughout the County through the promotion of the Shop Local message throughout the year to ensure that people spend their money in our local shops, thus supporting jobs in their local communities.
- Support the skills shortage in the various businesses throughout the County through the holding of Careers Kilkenny 2022 to attract new talent to the job opportunities in Kilkenny.
- Deliver on the Local Enterprise Office (LEO) Annual Action plan as agreed with EI.

Performance Standards

In addition to any targets set out above the Council's performance will be assessed against the following National Local Authority Sector Performance Indicators. The Council will also monitor the number of IDA itineraries, IDA assisted investments, and EI assisted investments.

Economic Development (J1 to J3) as follows:

J1: No. of jobs created

J2: Trading Online Vouchers

J3: No. of mentoring participants

FUINNEAMH - ENERGY

Core Objective

Kilkenny County Council along with the wider public sector is required under government policy to reach verifiable energy-efficiency savings of 50% by 2030 (using 2009 data as a baseline year), an absolute Green House Gas (CMG) direct emission reduction of 51% by 2030 (using the average emission between 2016 and 2018 as baseline emissions) and net zero emissions by 2050.

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 2022 ARE AS FOLLOWS:

- Maintain ISO50001 Energy Management accreditation and continue to improve and reduce energy consumption in delivering council services and operational performance for public buildings, public lighting and fleet & machinery operations.
- Monitor and deliver Energy Action Plan 2022.
- Energy Team to meet every 2 months and actively work to reduce energy consumption across organisation.
- Continue to support communities in Kilkenny to become more energy efficient and to lower their CO2 emissions, and advise communities and the public on the grants and supports available.
- Set objectives and goals to meet the national energy-efficiency savings requirement of 50% by 2030 (using 2009 data as a baseline year) and to meet the national GHG reduction requirements of 51% by 2030 (using emissions between 2016 and 2018 as baseline emissions).
- Update and improve energy data on Kilkenny County Council's Monitoring & Reporting energy reporting platform.
- Generate and present Display Energy Certificates (DEC's) in Local Authority buildings with a floor area of 250m2 that are frequently accessed by the public.
- Develop the Covenant of Mayors Sustainable Energy Action Plan 2 and gap analysis to the Sustainable Energy and Climate Action Plan 2030.
- Investigate potential funding opportunities for energy efficiency projects in Kilkenny.
- Run an Energy Awareness campaign in County Hall in partnership with the OPW's Optimising Power at Work.
- Carry out energy audits/register of opportunities for Council buildings to identify energy saving opportunities.

- Continue to work with the Council's in-house Street Lighting Team, acting as the contracting authority for the Eastern Region with respect to the roll-out of the Local Authority Public Lighting Energy Efficiency Project.
- Provide energy management services (utility bill analysis, energy auditing, energy awareness and energy saving project identification).
- Continue the Energy Awareness campaign for Fire Service and Library Service.
- Support Community and Council's projects for the Better Energy Communities (BEC) scheme for 2022.
- Support communities (part of the Sustainable Energy Communities (SEC) network) to access funding to complete a Local Energy Master Plan.
- Carry out pilot energy efficiency (Eco) driver training for local authority fleet operators in 2022.
- Commence preparation of Energy Action Plan for 2023.

COSAINT COMHSHAOIL - ENVIRONMENTAL PROTECTION

Core Objective

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

Supporting Strategies

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

Other Supporting Strategies include a Sustainable Energy Action Plan for 2022 and sourcing of funding for energy projects, implementation of the Joint Waste Management Plan for the Southern Region (2015 – 2022), implementation of the National River Basin Management Plan for Ireland (2018 – 2022), enforcing environmental standards, provision of an urban street-cleansing service, development of community programmes, promotion of environmental education & awareness and implementation of consumer protection measures in co-operation with the Food Safety Authority of Ireland.

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

KEY ACTIONS FOR 2022 ARE AS FOLLOWS:

Waste Management

Kilkenny County Council is part of the Southern Region for waste management purposes along with Carlow, Clare, Cork, Kerry, Limerick, Tipperary, Waterford and Wexford counties. The Region will continue its work to meet the Southern Region Waste Management Plan objectives in 2022 as follows:

- Implement objectives in line with the Southern Region Waste Management Plans.
- Operate a full-service waste recycling and disposal centre at Dunmore.
- Continue to support the operation of the waste recycling and disposal centre at Granny, South Kilkenny.
- Operate 46 bring centre recycling facilities throughout the County.
- Identify new locations for roll-out of additional bring centre recycling facilities.
- Complete up-grade of signage for Bring Centres.
- Provide new contract for Textile Recycling Service Provider following tender process.
- Prepare and implement the RMCEI Waste Environmental Inspection Plan 2022 (Recommended Minimum Criteria for Environmental Inspections).
- Implement the new Litter Management Plan 2021-2023 as adopted by the Council.
- Prepare and implement an Environmental Education and Awareness Strategy 2022.
- Continue to promote waste prevention community initiatives and support businesses with greening initiatives to improve their environmental performance.

Performance Standards

In addition to any targets set out above the Council's performance will be assessed against the Performance in the area of Energy will be assessed against the standards set out above.

- Assess Waste Permit applications and issue permits and registration certificates.
- Implement street cleansing and litter management programme.
- Identify and deliver projects aimed at tackling illegal dumping 'black spots' throughout the County under the Anti-Dumping Initiative (ADI).
- Review Temporary Signage Policy.
- Continue to implement the County Kilkenny Waste Management Bye-laws 2018.
- Advance the Local Authority Historic Landfill Assessment and Works Programme. Progress works if funding is approved for 2022.
- Continue to assess planning application referrals with respect to environmental protection.

Tidy Towns

- Facilitate the Tidy Towns Forum to encourage networking among Tidy Town Groups.
- Encourage and support establishment of new Tidy Town Groups.
- Assist Tidy Towns Groups through education and awareness initiatives.
- Co-ordinate Anti-Litter/Anti-Graffiti Awareness Community funding and Community Action grants to community groups.

Water Quality

Kilkenny County Council is joint Lead Authority with Tipperary County Council in delivering the Local Authority Waters Programme (LAWPRO). The programme is a shared service working with Local Authorities and State Agencies to develop and implement the River Basin Management Plans in Ireland, as required under the EU Water Framework Directive.

- Collaborate with the local LAWPRO office through regular meetings and a coordinated work plan.
- Implement measures to protect and restore water quality as set out in the National River Basin Management Plan.
- Support LAWPRO in the development of the National River Basin Management Plan 2022 to 2027. 14 areas for action identified in Kilkenny. Public Consultation to be completed in quarter of one of 2022 for the new draft plan.
- Prepare and implement RMCEI Water Quality Environmental Inspection Plan 2022 to include for inspection of rivers, businesses, septic tanks and farms.
- Assess Discharge Licence applications and Nutrient Management Plans and issue authorisations.
- Continue reviews of existing discharge licences and issue revised authorisations.
- Participate and monitor the National Sampling Programme for the Water Framework Directive.
- Review and update the Coastal Pollution Plan.
- Review and update the Environmental Sub-Plan of Major Emergency Plan.
- Review of Water Quality results for the relevant river Catchment Areas in Kilkenny.
- Target riverbank walk & catchment assessment training for staff.
- Engage with local communities and citizen science groups to identify locations for targeted assessment and inspections.
- Continue to assess planning application referrals with respect to environmental protection.

Water Safety

- Provide summer Lifeguard Service at five river locations on Rivers Nore and Barrow.
- Continue to monitor and replace lifebuoys, as necessary at existing locations along watercourses.
- Continue to work in partnership with Kilkenny Water Safety and Water Safety Ireland.

Air Quality & Noise

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

Veterinary Services

- Continue to deliver the FSAI Service Contract on Food Safety for Counties Kilkenny and Carlow as required to allow sufficient time for transition to proposed new arrangements in 2022.
- Regulate Dog Breeding Establishments in accordance with the Dog Breeding Establishments Act 2010 as amended.
- Administer the operation of the Carlow Kilkenny Dog Shelter.
- Liaise and work with service provider on enforcement under the Control of Dogs Act 1986 as amended.
- Liaise and work with service providers on enforcement under the Control of Horses Act 1998.
- Implement Control of Horse Bye-Laws for County Kilkenny.
- Continue to work through the Animal Welfare Committee to ensure adherence to the Council's Animal Welfare Standards for Dogs and Horses.
- Introduce an Inspection Regime for Animal Welfare in 2022.

Climate Action

- Continue to support the Climate Action Team and provide adequate resources to deliver climate action measures in order to meet national obligations on Climate Change.
- Prepare and complete a Climate Action Plan in 2022 on foot of the Order to be signed by the Minister for the Environment, Climate and Communications.
- Develop and deliver an implementation plan for the Decarbonisation Zone (DZ) nominated by the Council (pending feedback from the Department of Housing, Planning and Local Government).
- Promote and deliver the Community Climate Action Fund as mandated by the Department of Environment, Climate and Communications (DECC).
- Continue co-operation with and support of the 3CEA (Three Counties Energy Agency) over a broad range of energy projects.
- Continue to implement the Climate Change Adaptation Strategy 2019-2024 and the Sub-Action Plan for 2022 and align with the new Climate Action Plan to be prepared.
- Undertake an end of year review of the Climate Change Adaptation Strategy 2019-2024, Sub-action Plan 2021 and prepare new Sub-action Plan for 2022. Submit findings to DCCAE.
- Support the implementation of the national climate policy as set-out under the Climate Action Plan in our role as Partner Local Authority for the Eastern & Midlands Climate Action Regional Office (CARO).
- Support the 3CEA and E&M CARO in the application process to the SEAI to develop an Energy Bureau to assist the Local Authorities in the region to meet their 2030 Energy Efficiency and Carbon Emission Targets.
- Submit application to the DAFM under the "Woodland Creation on Public Lands Scheme" utilising unused lands in Kilkenny County Council's ownership.

Burial Grounds

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

Casual Trading

- Manage and Issue licences for designated casual trading bays in urban areas throughout the County.
- Finalise the review of Casual Trading Bye-laws for the County to be adopted by Council in quarter one of 2022.

Environmental Information

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

Customer Service

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

OIFIG FIONTAR ÁITIÚIL - LOCAL ENTERPRISE OFFICE

Core Objective

The Local Enterprise Office (LEO) will be the first point of contact for enterprise related activity in the County. The core objective is to develop and sustain a positive enterprise ecosystem at local level that will in particular drive new added-value start-ups, the further growth of small and micro enterprises and enhance local economies.

Supporting Strategies

The strategic objectives of the enterprise support functions of the LEO are as per the Service Level Agreement with Enterprise Ireland and as outlined in the Local Enterprise Development Plan 2021 – 2024. 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 2022 ARE AS FOLLOWS:

- Foster, promote and support local entrepreneurship through the creation of a strong local enterprise support ecosystem.
- Improve the competitiveness and productivity of small and micro enterprises through enhancing LEO client management capability.
- Develop a suite of services to enable small and micro businesses future-proof their businesses from an environmental perspective.
- Increase the level of innovation, technology-adoption and digitisation within the LEO client base.
- Increase the export capabilities of small and micro enterprises, in particular beyond the UK.
- Work closely with local and regional sectoral networks and clusters to drive productivity, knowledge sharing and competitiveness at local level such as Engineering the South East Cluster; Ireland South East Financial Services Cluster and Crystal Valley Tech Cluster.

The uncertainty and negative impacts on SMEs created by external influences such as Brexit and COVID-19 are a reminder that some areas of LEO activity can change radically and very quickly in the short term. However, we will continue to deliver and build on a range of complimentary and reinforcing actions focused on achieving our strategic priorities.

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 with access to a 3 bin service

E2: No/% of environmental pollution complaints closed

E3: % of LA area within the 5 levels of litter pollution

E4: % of schools that currently hold and have renewed their green flag status

E5: Energy Efficiency Performance

E6: Public Lighting

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

PLEANÁIL, FORBAIRT INBHUANAITHE AGUS CAOMHNÚ PLANNING, SUSTAINABLE DEVELOPMENT & CONSERVATION

Core Objective

The Planning Department's core objectives are to:

- 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 assessment, decision making and enforcement processes to our customers in an effective, efficient and customer friendly manner.

KEY ACTIONS FOR 2022 ARE AS FOLLOWS:

Forward Planning

- Amend Local Areas Plans (LAP) for, Callan, Castlecomer, and Thomastown to ensure compliance with the RSES and CCDP and review Graiguenamanagh LAP following adoption of the Carlow County Development Plan.
- Review the Ferrybank/Belview LAP and include into City and County Development Plan 2021-2027 by means of a variation.
- Complete the following Masterplans:
 - The Loughmacask area of Kilkenny City
 - The St. Canice's Hospital lands at Lacken in Kilkenny CityCommence and complete the following master planning exercises
 - Review the Abbey Quarter Masterplan and Urban Design Code
 - The Fair Green area of Kilkenny City.
- Complete and adopt the Kilkenny City Local Transport Plan.
- Prepare best practice design guidelines for the provision of cluster housing in rural settlements and nodes of the County.
- Develop a set of criteria and a programme to carry out an analysis of the Smaller Towns and Villages (Tier 4) and provide for specific objectives for core areas, focal spaces, amenities and opportunity sites etc for the 22 tier 4 settlements.
- Create an Active Land Management Team to co-ordinate vacant sites and derelict sites legislation and the Vacant Homes Unit to proactively deliver housing development.
- Continue to implement the Vacant Site Register in accordance with the legislation.

- Continue to implement the Derelict Sites legislation.
- Commence review of and adopt a new Development Contribution Scheme.
- Develop a 10-minute City Framework for Kilkenny City to map and identify infrastructural requirements to support the '10 minute' City.
- Compile an analysis and a development guidance criterion for housing opportunities in Kilkenny City's backland areas, underutilised lands and brownfield sites.
- Undertake a joint Retail Strategy with Waterford City and County Council for the area covered by the Waterford Metropolitan Area Strategic Plan (MASP) in accordance with the retail guidelines.
- Prepare and introduce a set of Shopfront Guidelines building on previous work carried out.
- Develop a Masterplan for the former Mart (Ref Z10) site to deal inter alia with the mix of uses, movement, public realm, design, building heights etc.

Movement and Mobility

- Undertake in combination with Waterford City and County Council, the NTA, TII and other stakeholders, a Metropolitan Area Transport Strategy.

Renewable Energy

- Set up and maintain a Register of approved telecommunications structures which will provide a useful input to the assessment of future telecommunications developments and would also be useful from the point of view of maximising the potential for future mast sharing and co-location.
- Designate a pilot Sustainable Energy Zone in accordance with the Guidelines for a Sustainable Energy Community (SEAI, 2011).
- Participate and advise on the planning implications in the preparation of the Council's Climate Action Plans.

Taking in Charge

- Take in Charge (TIC) at least 12 developments in 2022.
- Monitor bonds on a monthly basis and submit claim on bonds as required.
- Risk minimisation 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.

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.
- Carry out inspections on new buildings project in accordance with the recommended monitoring regime.
- 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.
- Review and monitor the Planning pages of the Council's website to ensure it provides current, clear and concise information to the public on all aspects.

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: No/% of Planning decisions confirmed by An Bord Pleanála
- P3: % of Planning Enforcement cases closed as resolved
- P4: Cost per Capita of the Planning Service

TURASÓIREACHT - TOURISM

Core Objective

The core objective is to support tourism development throughout Kilkenny, working with key stakeholders, both public and private, voluntary and professional to implement Kilkenny's Statement of Tourism Strategy and Work Programme 2017 – 2022 and the Government's Tourism Recovery Plan 2020-2023. 2022 will be another challenging year as the tourism industry continues to adapt and live with the changing Covid-19 situation and welcoming back national and in particular international visitors to Kilkenny. Our position as one of the finest Cultural and Heritage destinations in Ireland requires to be maintained whilst our reputation for being a vibrant, always-on, walkable city with a great outdoor offering needs to be nurtured and further promoted.

Supporting Strategies

Kilkenny County Council will work closely with Fáilte Ireland and all stakeholders to develop Kilkenny's Destination Experience Development Plan 2022-2026. We will continue to promote Kilkenny as a marketing proposition and as a destination, to develop Kilkenny's festival calendar, to develop our outdoor experience for both the domestic and international visitor, to enhance the collaborative engagement with all stakeholders, to support a world class visitor experience and continue to strive for excellence in standards, to maintain a high level of visibility for Kilkenny and to identify and exploit opportunities presented by Ireland's Ancient East and Discover Ireland, consistent with Kilkenny's history and heritage.

KEY ACTIONS FOR 2022 ARE AS FOLLOWS:

- Provide support to Kilkenny Tourism CLG through monthly meetings, workshops, marketing and public relations initiatives, business support and advice and further development of www.visitkilkenny.ie and www.outdoorkilkenny.ie.
- Work with Kilkenny Tourism and Fáilte Ireland to support and further develop a marketing and PR campaign to promote Kilkenny both nationally and internationally as a top-class tourism destination.
- Implement the Orientation and Wayfinding plan for Kilkenny approved under Destination Towns initiative.
- Support the development and delivery of a unified tourist attraction at the Tholsel and Medieval Mile Museum in collaboration with The Civic Trust and Fáilte Ireland.
- Deliver on funding streams received including Urban Animation throughout the City, Outdoor Performance Space at the Watergate, Kilkenny's Water Sports Hub at County Hall and Outdoor Dining at The Market Yard.
- Work with the Greenway Project Office to develop and implement an Interpretation and visitor plan for the South East Greenway.
- Support Butler Gallery to enhance the visitor experience at Evans Home.
- Seek opportunities to further implement the Woodstock/Inistioge Business Plan.
- Work with Kilkenny's Festivals and Events organisers to support Kilkenny's reputation as an international festival destination.
- Support the Project Office as required in the delivery of ORIS funding schemes across the County to enhance Kilkenny's outdoor tourism offering countywide.
- Work with local communities and businesses to expand the tourism offering of County Kilkenny.
- Promote Kilkenny as a Food Tourism destination through #tastekilkenny.
- Feed into Kilkenny's umbrella brand - Kilkenny.ie - the Best of Ireland - Come See Come Do in conjunction with the Communications Department.

Performance Standards

In addition to any targets set out above the Council's performance will be assessed against the following National Local Authority Sector Performance Indicators. In addition, the objective will be to increase the overall number of visitors to County Kilkenny and the tourism spend as per the Fáilte Ireland reports on tourism performance.

Economic Development (J4) as follows:

J4: Tourism



Comhairle Chontae Chill Chainnigh
Kilkenny County Council