PLEAN CORPARÁIDEACH
2024 – 2029

CORPORATE PLAN
2024 – 2029

COMHAIRLE CHONTAE CHILL CHAINNIGH

KILKENNY COUNTY COUNCIL

Message from the Cathaoirleach

I welcome this Corporate Plan which is the central feature of the Council's business framework and sets out the strategic direction for Kilkenny County Council for the five year term of this Council.

This Plan, which is the governance framework for the Council, also provides for the delivery of Annual Reports to record details of progress in relation to the objectives outlined herein and the delivery of our services for the people of Kilkenny City & County between now and 2029.

The operating environment in which the local authority functions has a significant bearing on its ability to fulfil its mandate effectively. The Council continues to face financial challenges to fulfil our ambitions to deliver the best possible services and deliver new projects. It also has expanded with new service delivery values to the people of Kilkenny and those who visit. The effective delivery of services depends on the resources available. We will work with the Executive to ensure appropriate resources are allocated to service areas and continue to identify and implement improvements.

I wish to express appreciation to the Chief Executive, Management and staff, Members of the Corporate Policy Group and others for their work in the preparation of this Plan.

On behalf of the Elected Members of Kilkenny County Council, I wish to pledge our commitment to ensuring this Corporate Plan is appropriately monitored and delivered over the next five-year period. I look forward to working with all the Elected Members, with the support of the Chief Executive and staff, playing our part in developing and enhancing our County to make it the best place to live, work, visit and invest.

Cllr. Michael McCarthy,
Cathaoirleach.

Foreword from the Chief Executive

LAR POWER, CHIEF EXECUTIVE

This Plan outlines the profile of Kilkenny City and County along with our Strategic Objectives and Supporting Strategies for the period 2024 - 2029, having due regard to our Mission and Core Values.

The purpose of this plan is to present, in a clear structured format, the policy objectives of the Council for the next five years. The Plan has been prepared following a consultation process and review by the Corporate Policy Group. It will be the primary influence for the preparation of Annual Budgets and Service Delivery Plans, through which the Council will seek to achieve its objectives over the lifetime of this Council. The Plan includes a framework for the implementation, monitoring and review of these objectives, which will ensure that the Plan remains focused, flexible and responsive in an ever-changing environment.

The organisational objectives identified are of cross cutting themes, which apply across the organisation. Each Department, in turn, has identified priority objectives, strategies, measurement of outputs and outcomes to ensure delivery on our commitments, our accountability and transparency.

The Council's overarching objective is Placemaking. In particular, to make Kilkenny the best it can be for our communities, those who work, visit and invest in our City and County. Kilkenny County Council has already adopted an ambitious six year Capital Programme requiring funding of circa. €832 million over the term of the Programme and this will be continually reviewed and adapted to ensure we meet our overarching objectives.

Progress on the Abbey Quarter Masterplan with the Abbey Quarter Partnership will be advanced during the term of this Plan with the delivery of the Urban Street and Park to be followed by the building on Plot 7 adjacent to the Brewhouse in the early part of the term of this Council.

We will continue to deliver the essential infrastructure to enable the development of homes and economic expansion in our City, scheduled towns and also in our towns and villages, facilitating Urban & Rural Communities.

Kilkenny County Council has a very significant impact on the local economy, investing across the County to support economic, community and social development. We provide a wide range of services directly and facilitate many more to be provided by communities. We will continue to work with communities to address identified local needs.

We recognise that Kilkenny County Council has a significant role to play in tackling climate change. Kilkenny County Council will transform how we do business, delivering our Climate Action Plan to achieve emission reduction and energy efficiency targets. We will also support other stakeholders, communities and businesses in the County to take action.

The staff is fully committed to the implementation of the Corporate Plan, and we look forward to working with the Elected Members, statutory, voluntary and community bodies with whom the Council shares a common interest in the development of County Kilkenny.

We will continue to work with the Elected Representatives and engage with our Citizens to overcome any challenges in the delivery of high quality services to the people of Kilkenny and those who wish to invest and visit.

I wish to thank the Elected Members for their support and all of the staff of the Council for their continuing dedication, commitment and work and for our many achievements to date.

Lar Power,
Chief Executive

Purpose of the Corporate Plan

What is the Corporate Plan?

The purpose of our Corporate Plan is to outline our vision for Kilkenny City and County and to describe the main priorities and objectives for the Council during the next five years for the benefit of all of our communities.

This Plan describes the kind of Kilkenny we want to see in the future and what we will do as the County Council, together with all stakeholders, to deliver that vision. The Plan also outlines the core values that will inform our work, how we deliver services and engage with our customers and stakeholders.

With this Plan we also set out an analysis of our operating environment, the challenges and opportunities this presents and our capacity to meet these and deliver on our strategic objectives for the next five years.

This Corporate Plan will service as Kilkenny County Council's strategic framework for action during the lifetime of the present Elected Council from 2024 to 2029.

This Corporate Plan has been prepared in consultation with the Elected Members, the Corporate Policy Group, the Management Team and staff of Kilkenny County Council.

The purpose of this five-year Corporate Plan is to provide a framework for the Elected Members, Management and staff to set the policies and direction for Kilkenny County Council until June 2029. The Corporate Plan will guide the policy making processes of the Strategic Policy Committees and the Corporate Policy Group and sets out and reviews Kilkenny County Council's agreed vision, objectives and strategies in respect of our many functions and activities.

New Pedestrian Bridge, Castlecomer   **Station Avenue, Ballyragget.**   **Butler Gallery, Kilkenny City**

The Corporate Plan incorporates:
- The corporate objectives and supporting strategies.
- The manner in which Kilkenny County Council proposes to assess its performance in respect of each such strategy, taking account of the need to work towards best practice in service delivery.
- Proposals for organisational capacity, resources and improvements required to promote efficiency of operations/improvements to customer service.

The Annual Budget, Capital Programme and Service Delivery Plans will implement the strategies outlined in the Corporate Plan setting targets for implementation. These aims will be incorporated into Service Development Plans and Personal Development Plans.

Monitoring on our progress towards achieving the aims of the plan will be done through the monthly and quarterly Chief Executive's Reports and annual performance indicators.
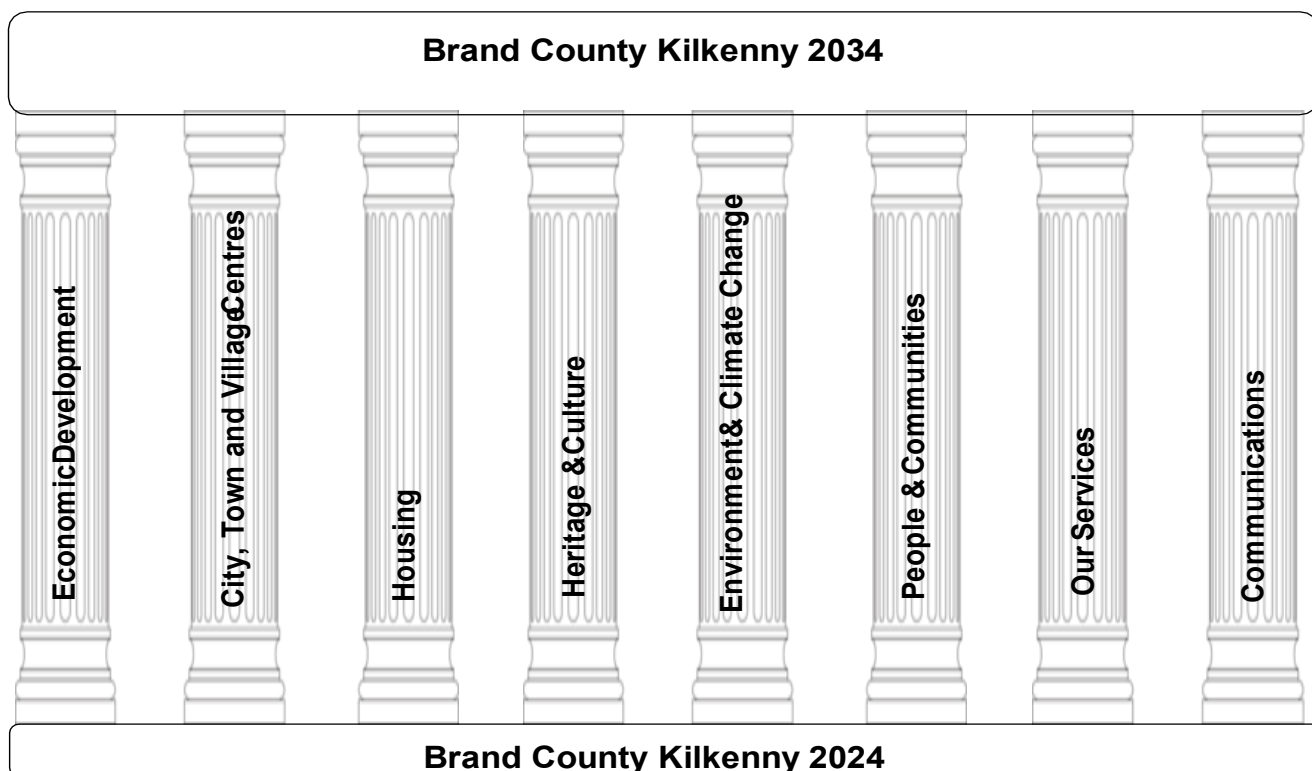
OUR MISSION STATEMENT

We will work in a sustainable way with our communities to make Kilkenny the best place to live, work, visit and invest.

In bringing into effect our Mission Statement to make Kilkenny the best place to live, work, visit and invest our ambition is to Build a Better Kilkenny across eight essentials pillars of:

- Sustainable Economic Development,
- Vibrant City, Town & Village Centres,
- Strong Housing Delivery,
- Protect our Heritage and our Culture,
- A Healthy Natural Environment and an effective Climate Action Plan
- Engage People and Communities
- Quality Public Service Delivery
- Effective Communications.

Building a Better Kilkenny

Brand County Kilkenny 2034

Economic Development | City, Town and Village Centres | Housing | Heritage & Culture | Environment & Climate Change | People & Communities | Our Services | Communications

Brand County Kilkenny 2024

ORGANISATIONAL STRATEGIC OBJECTIVES
SUPPORTING BRAND KILKENNY

Pillar 1 Economic Development

- Enable the sustaining of the jobs we have in Kilkenny and enable the creation of additional jobs across the City And County.

- Ensure Kilkenny is an excellent County for start-ups, business expansion and an attractive location for inward investment.

- Encourage and Support Business, Enterprise, Employment and Innovation across all sectors and locations in Kilkenny.

- Support an excellent enterprise infrastructure across all sectors and locations in Kilkenny.

- Build strong inter-agency collaborations to maximise investment and innovation in Kilkenny.

- Support and promote the delivery of sustainable and integrated development and infrastructure, including air, sea, rail and road transport enhancements, housing and supporting services and key projects including the delivery of the Northern Ring Road extension.

- Deliver third level education in Kilkenny to meet employer demands.

- Develop and promote our Tourism sector through Kilkenny Tourism and an active Night Time Economy Programme.

Pillar 2 City, Town and Village Centres

- Improve our City, Towns and Village Centres and work from the Centres out on their improvement.

- Sustain and enable Kilkenny's distinctiveness.

- Sustain and improve Kilkenny City as a destination and ensure our Towns and Villages are sub destinations.

- Maximise URDF, RRDF and Town and Village Renewal.

- Instil in everybody that presentation, vibrancy and experience is key.

- Deliver on the Tiny Noticeable Things (TNT's).

- Develop Sustainable Communities through meaningful citizen and community engagement.

- Enhance Democracy and inclusive placemaking in our City, towns and villages.

- Continue the delivery of high quality projects as part of the Abbey Quarter Urban Regeneration process.

- Develop and deliver regeneration projects focusing on the reuse of vacant town centre properties and maximise investment through available funding mechanisms supported by Our Rural Future.

- Actively support social enterprise and our agricultural sector to ensure the vibrancy of our county towns and villages.

Pillar 3 Housing

- Maximise the delivery of social housing and supports in Kilkenny based on identified accommodation and support needs.

- Progress the provision of enabling infrastructure to support private, affordable and social housing delivery.

- Ensure that our County Development Plan supports the provision of sustainable, housing delivery within planned and serviced neighbourhoods.

- Support the delivery of active travel measures, facilities and amenities located close to or within new neighbourhood developments.

- Promote the adaptive reuse of vacant properties as homes in established communities.

Pillar 4 Heritage and Culture

- Protect, celebrate and enhance Kilkenny's unique heritage, culture and creativity.

- Improve access to and awareness of our built and natural heritage through strong community engagement programmes and conservation projects.

- Actively promote our cultural, heritage and creative assets through practitioner supports, funding programmes, festivals and tourism campaigns.

- Work closely with locally based stakeholders, Heritage Ireland, the Design and Craft Council, OPW, Butler Gallery and the Watergate Theatre to maximise our cultural offering

- Support our Cultural Services team to maximise service delivery through Arts, Libraries, Heritage, Conservation and Creative Ireland programmes.

Pillar 5 Environment & Climate Action

- Lead and support the transition to a climate resilient, biodiversity- rich, sustainable and carbon neutral economy.

- Embed a commitment to the achievement of world Sustainability Development Goals across all local authority functions.

- Actively reduce energy consumption and emissions within Kilkenny County Councils facilities and fleet.

Pillar 6 People and Communities

- Increase social inclusion and participation in activities, services, volunteerism and community development.

- Work closely with our Local Community Development Committee to implement our Local Economic and Community Development Plan to best support local communities.

- Support local democracy and our community and voluntary sectors through our Municipal Districts, Strategic Policy Committees, our Public Participation Network and Town Teams.

- Develop strong inclusion measures in line with Integration, Age Friendly, Disability and Human Rights responsibilities.

- Support the Town Centre First agenda and maximise investment in communities under rural development programmes.

Pillar 7 Our Services

- Maximise the operational capacity of Kilkenny County Council to provide quality services across our county, ensuring equal access to those services for all customers.

- Identify new ways of working to achieve effective service delivery through innovations in technology and smart working practices.

- Improve community services and facilities in our county towns through the improvement of library facilities to become sustainable town centre hubs.

- Support and promote sustainable and integrated development and infrastructure.

- Increase awareness of our Customer Charter.

Pillar 8 Communications

- Develop and implement a fit for purpose communications strategy.

- Promote awareness of the services and supports provided by Kilkenny County Council.

- Continue to provide meaningful public consultation in relation to all development proposals.

- Endeavour to provide clear and helpful information to the public during emergency events.

OUR CORE VALUES

In supporting 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, Kilkenny County Council subscribes to the following core values:

- **Accountability:** We are committed to being accountable and responsible for all our decisions, ensuring they are communicated openly and transparently.

- **Ambition:** We strive to foster a culture of innovation, creating opportunities for economic development and enhancing the well-being and quality of life for all in Kilkenny City and County.

- **Collaboration & Engagement:** We aim to build safe, resilient and inclusive communities and places through regeneration and proactive engagement with stakeholders.

- **Quality Public Service:** The Elected Members and Staff commit to delivering the highest standards of public service with integrity and professionalism.

- **Sustainability:** We are committed, across all service areas, to transition to a climate resilient, biodiversity-rich, sustainable and carbon neutral economy. In making vibrant places we are also committed to the strong implementation of our Sustainable Development Goal requirements.

- **Equality & Human Rights:** All service areas will embed Public Sector Duty values into organisational plans and activities having regard to the need to eliminate discrimination, to promote equality of opportunity and to protect human rights.

The External Environment

Profile of County Kilkenny

Overview

Kilkenny is located in the south east of Ireland, in the Southern Region. Kilkenny is the 16th largest of the 32 counties in area (at 2,062 km2) and the 12th smallest by population, with a population of 104,160 in 2022.

The Southern Regional Assembly's Regional Spatial & Economic Strategy (RSES) defines Kilkenny City as one of the six Key Towns that are "self-sustaining regional drivers".
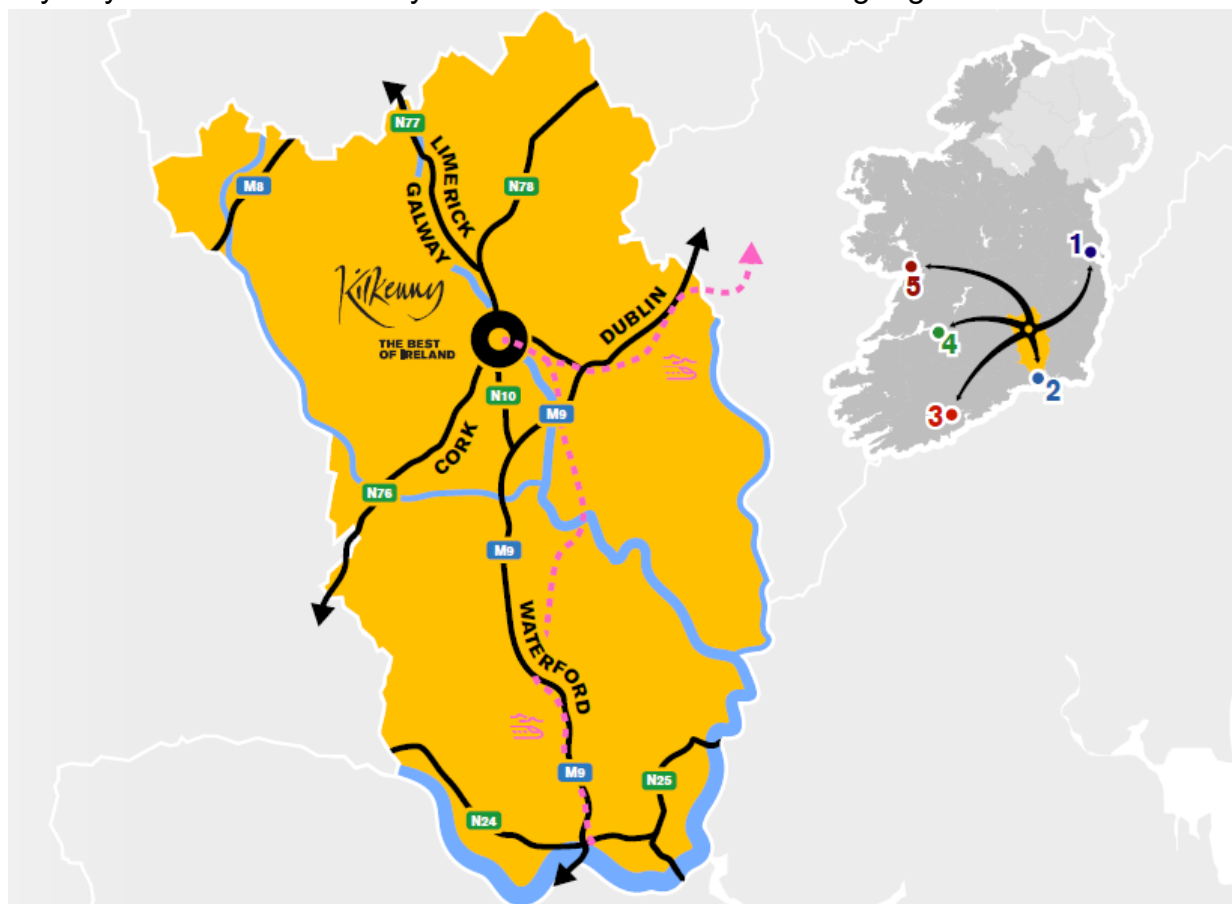
1. **Dublin: 128km**
2. **Waterford: 53km**
3. **Cork: 148km**
4. **Limerick: 128km**
5. **Galway: 177km**

Demographics

▪ The population of County Kilkenny grew by 5% between census years 2016 and 2022 from 99,232 to 104,160. This represents one of the lowest population increases in Ireland over the period. The growth rate for the State over the same period was 8%.

▪ The average age of Kilkenny's population in 2022 was 39.7 years, compared with 37.9 years in 2016. Nationally, the average age of the population was 38.8, up from 37.4 in April 2016.

▪ Dependency ratios are used to give an indication of the age structure of a population with young (0-14) and old (65+) shown as a percentage of the population of working age (15-64). In 2022 County Kilkenny had an age dependency ratio of 57.8%, compared with 56.5% in 2016. The percentage of 57.8 for 2022 was 4.6 percentage points higher than the state.

Employment and Economic Activity

Kilkenny is home to internationally renowned companies such as Abbott, State Street International, Glanbia and UPMC alongside indigenous companies such as CluneTech, Tirlan, VHI and Carne Group. The County supports the same sector to develop new business opportunities.

Kilkenny has strong design legacy that has contributed to the growth of globally successful companies such as Nicholas Mosse and five-time Academy Award winning animation company Cartoon Saloon, Kilkenny is also the home of the Design & Craft Council of Ireland and is designated World Crafts Council Craft City.

The tourism and Agri-culture are critical elements to the consistent economy and are supported by Kilkenny County Council.

- More than 83,000 people living in the County in April 2022 were aged 15 and over and of these almost 46,200 people were at work. This was an increase of 12% from the nearly 41,400 people recorded as working in Census 2016.
- More than 4,000 people were unemployed in the County in April 2022. This was considerably lower than the 2016 figure of more than 6,000 people (a decrease of 34%). The unemployment rate was 8% compared with 13% in 2016.
- The labour force participation rate was 60% in Kilkenny compared with 61% nationally.
- There are 9 businesses in Kilkenny County with 250 and over employees; 449 businesses in Kilkenny County with between 10 and 250 employees and 5,701 businesses in Kilkenny County with less than 10 employees.

Climate Action: Energy and Emissions

- The energy consumption in the county in 2018(baseline year0 was 3,312.73 Gigawatt hours(GWh). This equates to 0.033GWh per person. The national average per person in Ireland in 2018 was 0.029GWh.
- Greenhouse Gas Emissions for Co Kilkenny were 1,945.45kt CO_2eq in 2018 (baseline year). This is equivalent to 19.6 tonnes per person. The national average was 12.6 tonnes per person.

Educational Attainment

- The percentage of County Kilkenny's population aged 15 and over, with primary education only, or no formal education, decreased by 2.8% from 12.4% in 2016 to 9.6% in 2022; which is the same as the State (10% in 2022).
- The percentage of County Kilkenny's population with third-level education increased by 5.8%. 38% in 2016 to 43.8% in 2022 This is 1.1 percentage points lower than the State figure (44.9% in 2022).

Social Inclusion

- The number of people aged 65 has grown. This age group increased by 21% to 17,056 in Kilkenny, and by 22% to 776,315 at a national level since 2016. In 2022, Kilkenny's average age of females (40.3 years) was older than that of males (39.1 years).
- The County's Pobal HP Index description in 2022 is Marginally Below Average.

Health & Wellbeing

- Almost 88,900 people in the County (85%) stated their health was very good or good in Census 2022. This was down from 88% in Census 2016 and 89% in Census 2011.
- More than 22,400 people in Kilkenny experienced at least one long-lasting condition or difficulty in Census 2022.

There was a 24% increase in the number of people who were unable to work due to permanent sickness or disability to 4,068 people
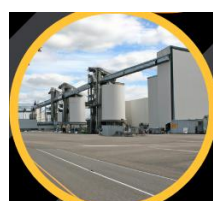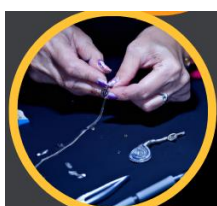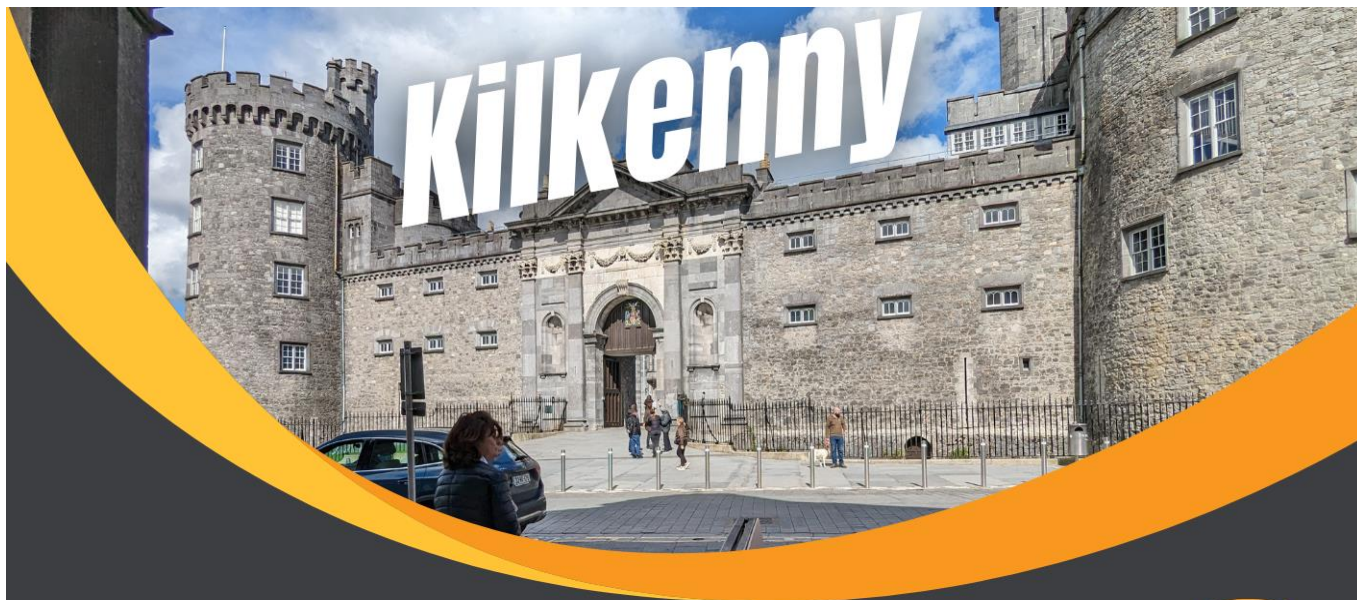
Kilkenny's Strengths:

- Central location less than 90 minutes from Dublin Airport, with a population of more than 600,000 within a 60km radius. Kilkenny has good road and rail links to major Cities and huge potential to develop sea and air links regionally, nationally and internationally.
- Kilkenny is home to Ireland's closest Multi-Modal Port to mainland Europe at Belview.
- Our City and County Towns are vibrant centres where enterprise is welcomed, innovation supported and services and amenities are available to a high standard.
- We are an established centre for global financial services businesses, home to Tirlan, an Agri Foods world leader, and a newly established pharmaceutical sector.
- Kilkenny has homes, parks, schools and amenities for families to come and work, live and play in our county with a healthy construction sector providing homes, offices and infrastructure.
- A popular tourism destination with established natural and built heritage treasures. We are home to one of Ireland's most popular OPW visitor attractions, Kilkenny Castle. Kilkenny is an internationally recognised Medieval City and hosts a year-round calendar of internationally recognised festivals.
- Kilkenny is a designated World Crafts Council, Craft City and Region with a vibrant cultural and creative sector with a thriving eco-system of creative industries and education.
- An established track record in delivering Urban and Rural Regeneration and compact growth with ongoing projects in the Abbey Quarter, Kilkenny City, Ferrybank, Callan and Graiguenamanagh in the south of the County.
- A vibrant rural economy in an area of outstanding natural beauty, our traditional agricultural sector, rich bio-diversity and extensive waterways present opportunities for people who live and visit our county.

Kilkenny's Challenges:

- The requirement to increase capacity in water services in district towns and smaller towns and villages.
- Financial sustainability and the sourcing of new funding streams to deliver ambitious capital projects and ongoing community programmes.
- Delivery of significant road infrastructure improvements in Kilkenny City to include the Kilkenny City North transport project and associated sustainable links and the N24 Strategic corridor in the South of the County. There is also an ongoing need to improve rail services with both frequency and speed.
- Addressing the requirements of mitigation and adaptation for climate change.
- Co-ordination of housing delivery across all tenures to meet all housing demand including growing employment opportunities.
- Ensuring Kilkenny has an available enterprise infrastructure to meet future demand along with a strong educated labour force which attracts a variety of employers and workers including graduates to live and work in Kilkenny.
- Maintaining Kilkennys rich creative and cultural assets and facilities requires constant innovation and support.
- Integration of our new communities and ensuring social inclusion for all individuals and communities is essential.

Internal Environment

Our Team
The recruitment, retention and development of staff is critical to successful and quality service delivery and we will actively pursue all measures available to make Kilkenny County Council and employer of choice. We will work to maximise capacity by embracing new ways of working and increasing the digital offering of services.

Resources
While maintaining quality service delivery we will ensure that prudent financial management and transparent financial management is maintained within a strong overall governance structures.

Climate Action : Energy and Emissions
Kilkenny County Council energy consumption in in 2018(baseline year) was 15.45GWh. This was 0.45% of the county energy consumption. We will work to reduce our energy consumption year on year.

Our CO2 emissions at the same baseline year was 4.47kt CO2 eq. This was 0.23% of overall emissions. We will take all measures possible to monitor, reduce and report on or emissions reductions.

Collaboration and Inclusion
As a local authority we will build healthy relationships and working collaborations with other state agencies and service providers in our county to deliver strong outcomes for communities and to attract investment opportunities to our county.

Sustainability in Service Provision
All services within Kilkenny County Council will develop good practice in the achievement of our sustainability development and climate action goals and to develop strong inclusion measures in line with Age Friendly, Disability and Human Rights responsibilities.

Service Delivery and Customer Charter

Our promise is to deliver the best possible service to our customers in an effective and respectful manner.

Courtesy and Consideration

You are at all times entitled to be served:

- promptly and in a courteous manner,
- with due regard to privacy and confidentiality,

by friendly and helpful staff.

Our Performance

We will:

- monitor and evaluate our performance,
- continue to improve the development and delivery of our services to meet your needs,
- train our staff to meet your needs on an ongoing basis.

What we ask of you

In order to help staff to keep our commitments, we ask that you:

- treat staff in a courteous, civil and fair manner in all your dealings with us,
- have patience with us at peak times when available staff are busy,
- give us feedback by making comments, complaints or suggestions about the service you receive and letting us know when we do something well,
- provide full, accurate and up-to-date information.

Quality and Choice

We will:

- deal with your query at your first point of contact whenever possible,
- make our services available through a range of channels so that you can access our services how, when and where it is convenient for you,
- provide customer facilities that are safe, clean and accessible to all,
- accommodate our customers who wish to conduct their business through Irish, sign language or other languages where possible.

Openness and Impartiality

We will:

- deal with you in a fair and open manner,
- discuss any aspect of your dealings with us,
- explain how a decision was reached,
- give you the information you need in a clear and easily understandable way,
- hold your personal details safely and securely, in line with our data commitments,
- give the name and contact details of the person dealing with your query,
- publicise our complaints procedure so you are aware of what to do if you are dissatisfied with the quality of service you receive.

How the System Works

Our Delivery of Services Structure

ELECTED MEMBERS
ELECTED BY THE PEOPLE OF COUNTY KILKENNY

CORPORATE POLICY GROUP
CO-ORDINATE, ADVISE AND ASSIST IN POLICY MAKING

ELECTED COUNCIL
DETERMINES POLICY

CHIEF EXECUTIVE
IMPLEMENT POLICY

MANAGEMENT TEAM

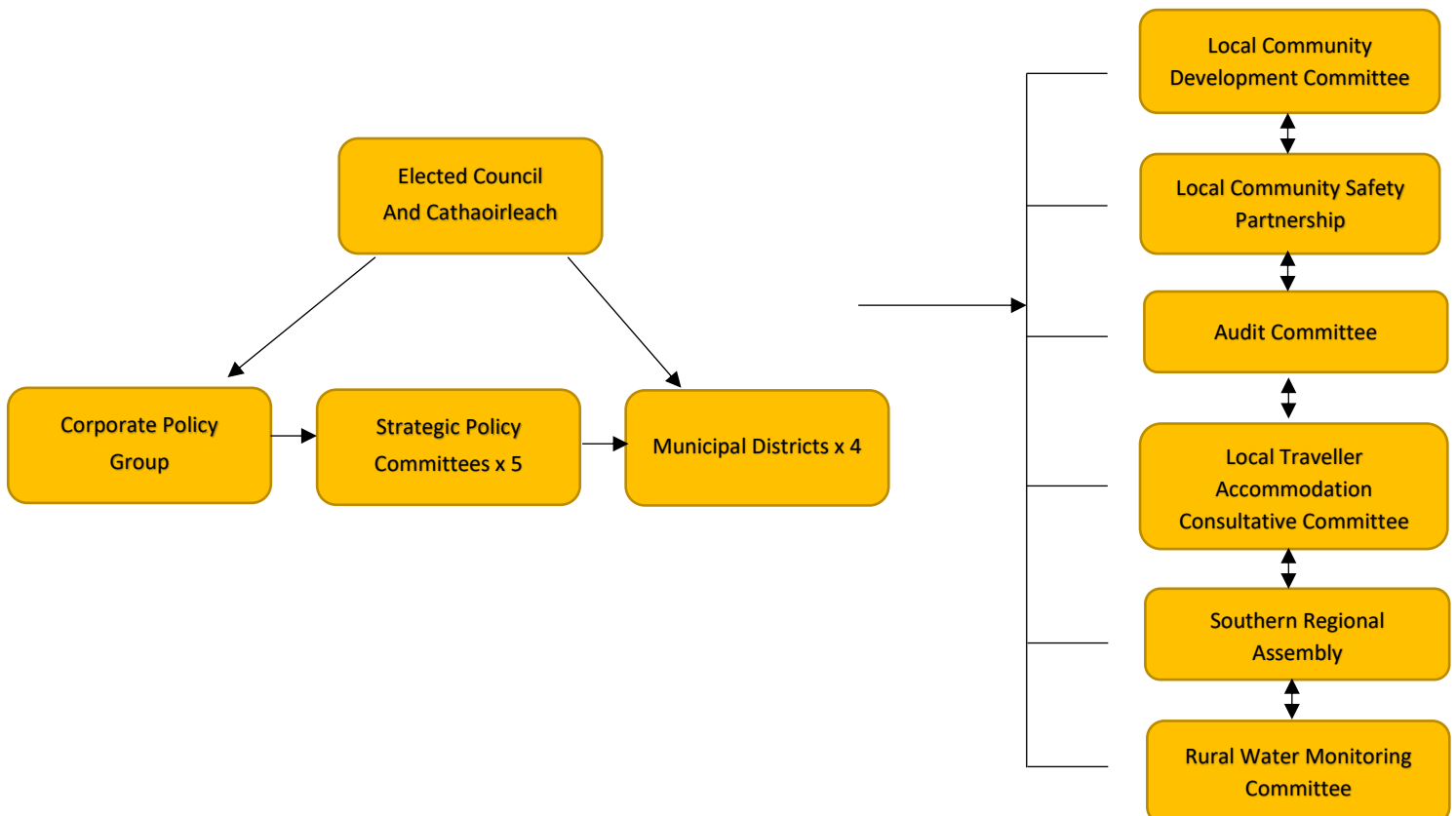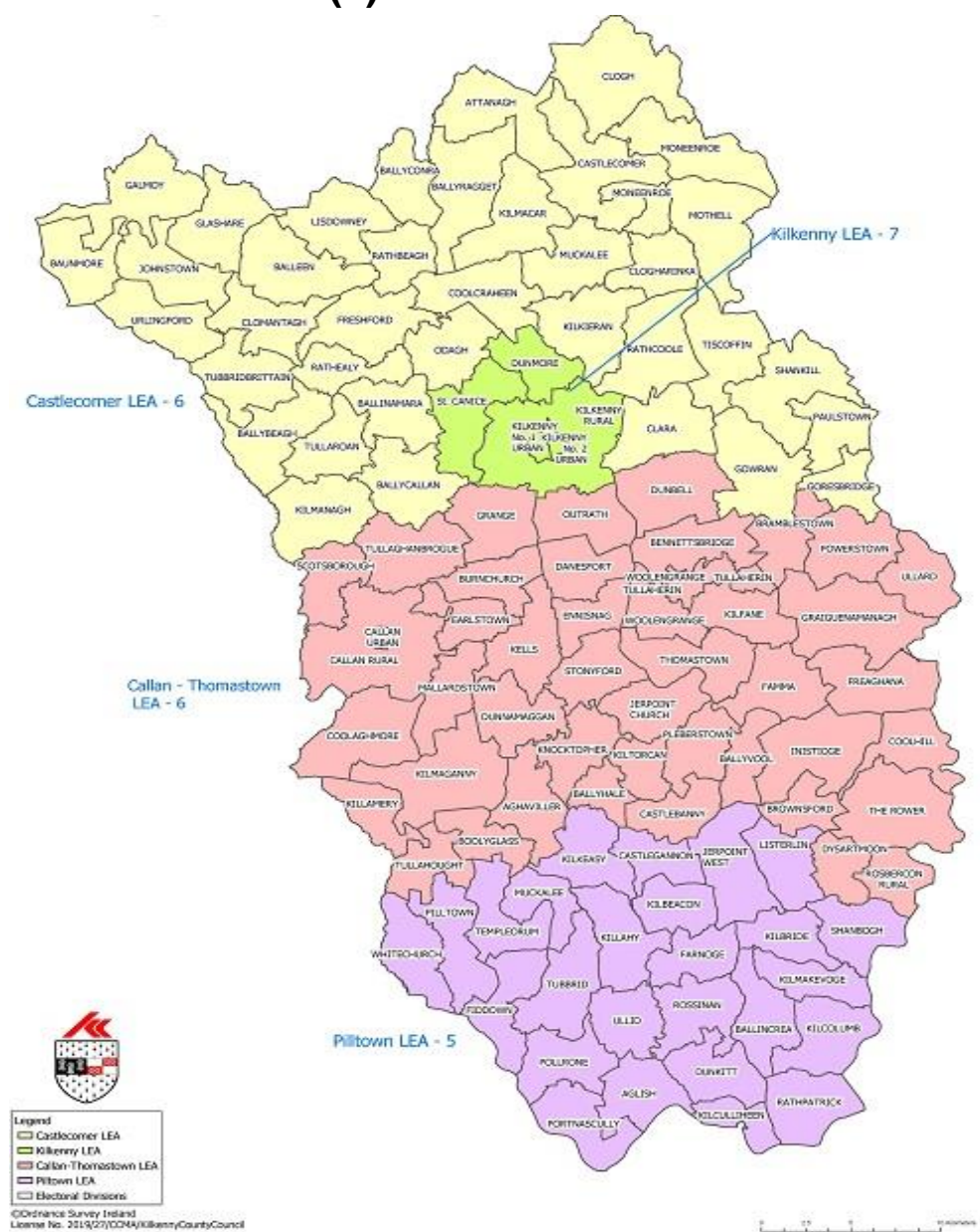| Director of Services	Director of Services	Director of Services	Director of Services	Director of Services
Corporate & Infrastructure *(including HR, Roads, Machinery Yard, Health & Safety)*	Planning, Economic & Environmental Services *(including Parks, LEO & Town Regeneration)* Kilkenny MD	Housing & Community Piltown MD	Integration, Emergency Services Culture *(including Fire Service, Civil Defence, Library, Arts & Heritage)* Callan-Thomastown MD	Finance, Information Technology Procurement, Facilities Management, Special Projects Castlecomer MD

Elected Council
And Cathaoirleach

Corporate Policy Group

Strategic Policy Committees x 5

Municipal Districts x 4

Local Community Development Committee

Local Community Safety Partnership

Audit Committee

Local Traveller Accommodation Consultative Committee

Southern Regional Assembly

Rural Water Monitoring Committee

MUNICIPAL DISTRICTS(4):

CALLAN/THOMASTOWN, CASTLECOMER, KILKENNY AND PILTOWN

STRATEGIC POLICY COMMITTEES (5):

Strategic Policy Committee 1:   Economic Development, Enterprise Support and Tourism, Planning and Development Policy.

Strategic Policy Committee 2:   Transportation Policy/Mobility Management and Infrastructure.

Strategic Policy Committee 3:   Housing.

Strategic Policy Committee 4:   Climate Action, Energy & Environmental Protection.

Strategic Policy Committee 5:   Community, Integration, Cultural, Heritage & Fire Services.

KILKENNY COUNTY COUNCIL - ELECTED MEMBERS

Castlecomer Municipal District:

John Brennan
Fine Gael

Mary Hilda Cavanagh
Fine Gael

Michael Delaney
Fianna Fáil

Pat Fitzpatrick
Fianna Fáil

Michael McCarthy
Fianna Fáil

Maurice Shortall
Non-Party

Callan Thomastown Municipal District:

Peter 'Chap' Cleere Fianna Fáil

Deirdre Cullen
Fianna Fáil

Stephanie Doheny
Sinn Féin

Michael Doyle
Fine Gael

Joe Lyons
Fine Gael

Joe Sheridan
Fianna Fáil

Kilkenny Municipal District:

John Coonan
Fianna Fáil

David Fitzgerald
Fine Gael

Joe Malone
Fianna Fáil

Andrew McGuinness
Fianna Fáil

Eugene McGuinness
Non-Party

Sean ÓhArgáin
The Labour Party

Maria Dollard
Green Party
Comhaontas Glas

Piltown_Municipal District:

Tomás Breathnach
The Labour Party

Jenny Catt Slattery
Fianna Fáil

Fidelis Doherty
Fine Gael

Pat Dunphy
Fine Gael

Gerard Frisby
Fianna Fáil

Our Services and Strategies

Our Services

Across 14 delivery teams we provide an extensive range of services to achieve our strategic objectives in support of our core Kilkenny Pillars.

These 14 delivery teams or service areas are;

Community, Corporate, Economic Development and Enterprise, Environment, Finance, Integration, Fire and Civil Defence, Culture (Arts, Heritage and Biodiversity), Housing, Human Resources, Information Technology, Libraries, Planning, Roads and Water Services.

Whether, customer facing or back office, all services contribute to the achievement of our strategic objectives. Working together with our Elected Members every effort is made to ensure that Kilkenny reaches its full potential as a place to live, visit, work and invest in.

The specific objectives and of each service area are included in Appendix 1 of this Plan

Our Strategies

All of the activities of local government are guided by European, National, Regional and Local strategy documents which serve to achieve consistency in public services throughout the sector. Kilkenny County Council will continue to implement government policy and to meet its statutory responsibilities an obligations in doing so. A comprehensive list of guiding strategy and policy documents which apply to the local government sector are included at Appendix 2 of this plan.

SERVICE AREAS OBJECTIVES

COMMUNITY

Core Objectives

To work with the Local Community Development Committee to develop, co-ordinate, implement 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.

To promote and foster civic leadership and participation across the community, culture, arts, heritage, and recreation sectors.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Community Engagement	Promotion of participation in Community Development.

Delivery of Rural Funding Programmes to benefit Communities. | Grants Information Booklet.

Online information grant services.

Improved Communication with Community Groups and Resident Associations in County Kilkenny. | Complete grant booklet annually.

An accessible on line one stop shop of grant information where its success is measured by the number of persons visiting it, downloading information and using information

Successful funding applications and projects delivered. | Register of Groups suggested.

Number of Health Checks completed.

Number of Town Teams Organised. |
| **Children & Youth** | Co-ordination and support of Children's & Young People's services in Kilkenny. | Comhairle Na nÓg.

CYPSC – Children & Young People Services Committee.

DRUM Youth Facility.

Support the provision of services by Ossory Youth. | Number of Secondary Schools attending the AGM over the total number of Secondary Schools in Kilkenny.

Development of a 3-year Strategic Plan.

Implementation of funded actions in the Strategic Plan. | Performance Indicator:

Y1: Participation in Comhairle na nÓg Scheme – Year 2023 12/16

No Strategic Plan.

No Operational Actions. |

Rural Development	To work with Communities to develop and deliver strong community projects in all Municipal Districts areas, maximising access to available Rural Funding Programmes	Implement CLAR, Town & Village and Rural Regeneration Development Fund (RRDF) Programmes in Kilkenny. Development of Town Centre First Plans.	Successful access to CLAR funding for Council and Community projects. Successful access to Town &Village funding. Successful access to RRDF funding. Number of Town Centre First Plans published depending on availability of funding.	3 per year. 3 per year. 1 per year. Complete 3 currently funded.
Community Development	Increase Engagement with Community Groups County and City Wide. To support Local Communities in the organisation of community events.	Deliver Community, Cultural Facilities Capital Scheme (CCFCS) programme and oversee the completion of projects. Liaise with Community Groups for development of community projects. Deliver Annual Pride of Place awards. Administer the Council's Events Grants Scheme. Tidy Estates Grants	Number of New Groups established. Arrange applications. Assess and make recommendation to Elected Council. Administer payments and reports. Participation in the annual Pride of Place awards. Increase the number participating estates Number of grants administered. Hold award ceremony.	Number of projects under development and delivered. Performance Indicator: Y2: Groups associated with the PPN.

Public Participation Network	Support the Kilkenny Public Participation Network (PPN) structure by which the local community can engage with Kilkenny County Council. Representation from local Voluntary & Community, Social Inclusion and Environmental Sectors ensuring that the public can have their say on local government decisions.	Strategic Policy Committee Structure and representation	Number of representatives on each Strategic Policy Committee	Number of representatives for the Council term 2019 - 2024
Older People	To support the implementation of Kilkenny's Age Friendly Programme.	Kilkenny Age Friendly Strategy 2024 – 2028. Establish and support a cross sector working group. Age Friendly Alliance. Provision of Age Friendly Housing.	Publish Annual Report. Expand range of initiatives across 8 World Health Organisation thematic areas. Number of Age friendly initiatives across the County engaging all stakeholders.	1 Annually. Infrastructural Improvements annually. Age Friendly Housing Units % of Capital Delivery annually.
Community - LCDC	To ensure the effective function of the Local Community Development Committee (LCDC) Delivery of the Local Economic Community Plan	Monitor SICAP Programme 2024 -2028; Implementation of LECP 2023 - 2028	Work programme in place annually. Sub-structure established and functioning.	Number of meetings held. Number of programmes

	(LECP) Community Actions	Review 2-year LECP Implementation Action Plan Oversee the Healthy Ireland (HI) Fund and the HI Community Plan. Oversee the implementation of DRCD funding streams and the Community Enhancement Programme.	SICAP programme operating as outlined in national SICAP Framework. Healthy Ireland Work Programme implemented successfully. Funding streams implemented and accounted for, funding dispersed across a wide spread of groups in the County. Targeted areas of disadvantage prioritised.	implemented and accounted for. LECP review undertaken and new LECP areas identified. Funding under the Directorate of Community dispersed widely to groups in the County, especially in areas of high disadvantage.
Community – Social Inclusion	To ensure that those who experience social exclusion in the County have access to the best possible services available to them and where they are not, to work in partnership in developing responses and services that meet their particular needs.	Support for the function of the Kilkenny Traveller Community Movement. Support the development of a Lone Parents Forum. Support for Migrant and Ethnic Minority and Cultural Groups. Implement Disability Strategy.		Number of functioning forums in the County that give voice and visibility to those that experience social exclusion and marginalisation.

CORPORATE SERVICES

Core Objectives

To support the mandate of the Elected Representatives.

To promote Kilkenny and deliver quality services to the citizen.

To embed an inclusive and localised approach to the achievement of Sustainable Development Goals through action from the bottom up.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Corporate Services	Facilitate, support and guide the representational and policy role of the Elected Members. Ensure that the Council and its employees operate in an ethical manner and are accountable to its customers and the public at large in line with the Code of Governance for Local Authorities.	Efficient and professional secretariat, increased use of technology and training. Compliance with statutory procedural and ethical requirements and all relevant legislation. Code of Conduct for Employees and Elected Members.	Well informed Elected Member Number of ethic forms issued and completed. Number of declaration of donations forms issued and completed.	Completion of accurate annual declarations. Compliance with Code of Conduct. Compliance with Governance Principles and Governance Framework for the Local Government Sector.
Corporate Services	Operate an Internal Audit Unit that gives independent assurance to the Chief Executive and the Management Team on the existence, adequacy and effectiveness of Kilkenny County Councils internal control and Risk Management Systems.	Preparation of an Annual Internal Audit Plan.	Operate an Internal Audit Unit that gives independent assurance to the Chief Executive and the Management Team on the existence, adequacy and effectiveness of Kilkenny County Councils internal control and Risk Management Systems.	Preparation of an Annual Internal Audit Plan.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Corporate Services	Compile all publications under the Corporate Services remit e.g. Corporate Plan, Service Delivery Plans & Annual Report. Review and Update Communication Strategy 2020 Promote a positive corporate image. Promote the use of Irish throughout the Council	Ensure compliance with all relevant legislation. Communication Strategy Promote greater use of website, Facebook, twitter and other social media outlets. Issue more press releases. Issue Annual Newsletter Ensure compliance with all relevant legislation.	Number of publications submitted to Council and published. Level of achievements and objectives. Delivery of Strategy. Staff awareness. More informed public. Staff awareness.	Publish within deadlines. Performance Indicator: *C3: LA website and social media usage* Achieve targets for advertising through the medium of Irish.
Corporate Services	Provide effective and transparent and compliant systems for – AIE, FOI, GDPR, Protected Disclosures, Records Management, Customer Complaints, Ombudsman complaints, Irish complaints and Media queries.	Ensure that Council complies fully with our responsibilities under all the legislation. Provide timely responses to all requests. Promote the release of information outside of the AIE/FOI process and publish additional information on the Council's website and other channels.	Awareness of all staff. Annual Reports Average time to deal with requests. Reduction in the number of requests.	Achieve deadlines for responses to all complaints/queries.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Corporate Services	Provide an effective, efficient quality Customer Service to citizens. Communicate effectively with Customers and the public; keep information clear, brief and concise.	Dedicated Customer Service Desk in County Hall. Implement an appropriate CRM system across the Council for the Elected members and the public. E-Government Policy - Develop online services. Provision of information from Service Departments. Communication Strategy Customer Charter	Number of Page Visits to the local authority website. Increased online transactions. Usage of Customer Services Desk Customer and Media feedback Response times to queries as set out in the Customer Charter.	Performance Indicator: *C3: LA website and social media usage* Compliance with procedures.
Corporate Services	Maximise participation in the democratic process. Prepare and complete an accurate Register of Electors.	Prepare and maintain the accuracy of the Register of Electors. Facilitate the holding of Local Elections and other Elections. Continue to implement the National electoral Modernisation Project.	Provide maximum information with regard to the electoral registration process. Citizen satisfaction. Publish draft and Register on dates set out in legislation.	Deadlines achieved.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Corporate Services	Maximise participation with Regional & National Partners.	Engage, lead as appropriate with our Regional/National Partners in the development and delivery of shared projects/services. e.g. LAWPRO, PLEEP	Milestones achieved annually in progressing projects.	Delivery of Regional Projects/Services
Corporate Services	Promote and grow the Kilkenny Brand with our local partners.	Implement high standards in the delivery of all services and civic events/festivals.	Continue to achieve high ranking in National and International competitions for the promotion of Kilkenny – IBAL, Tidy Towns, Festivals/Civic Events etc. Increased Visitor numbers.	Comparison on year on year.
Corporate Services	Integrate the Sustainable Development Goals [SDG] into Local Authority work.	Develop SDG training for staff and Elected Members. Develop an SDG toolkit for all staff tailored to specific areas of work. Ensure that Reporting Mechanisms capture all ongoing activities on an annual basis to demonstrate Kilkenny's contribution to the national SDG Implementation Plan.		

ECONOMIC DEVELOPMENT & ENTERPRISE

Core Objective

To support Kilkenny's economy through strategic sustainable measures which boost employment, positioning Kilkenny as a great place to live, visit, work and to do business.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Enterprise Support **Economic Development**	To promote entrepreneurship, foster business start-ups, support the sustainable growth of existing micro and small businesses and drive job creation. To support and promote the expansion of Kilkenny's economy through measures which facilitate strategic sustainable investment, sectoral specialisms, employment and growth.	Implementation of a range of financial and other supports working directly with businesses and in collaboration with organisations that support enterprise development. Utilising the Local Enterprise Development Plan (LEDP) and the actions identified in the Local Economic and Community Plan. Local Economy & Community Plan (LECP) and the South east Regional Enterprise Plan to do so. Co-ordinate economic development activities in conjunction with the Strategic Policy Committee for Economic Development, Enterprise Support and Tourism and work with internal and external stakeholders to deliver the economic development actions identified in the LECP.	Net Job increases. Number of Grant Applications approved. Number of participants on Training/ Development and mentoring programmes. Increase in the number of businesses and larger employers in Kilkenny. Next stage completion - Continued progress of strategic investment projects including the Abbey Quarter and Belview. Ongoing availability of economic data and reports to support decision making. Increased awareness and uptake of the Small	As per LEDP agreed with Enterprise Ireland and Kilkenny County Council under the Service Level Agreement. NOAC Performance Indicators: J1: No of jobs created J2: Trading Online Vouchers J3: No. of mentoring recipients NOAC Performance Indicator: Spend on Economic Development

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
		Market Kilkenny nationally and internationally as a location to work and locate business. Support the delivery of projects to improve the attractiveness of Kilkenny as a destination for business including maximising funding opportunities and supporting the Abbey Quarter Master Plan and development of Belview Port. Work in collaboration with state agencies and bodies to maintain inward investment to County Kilkenny.	Business Vacant Premises incentive. Delivery of marketing initiatives and events.	
Digital	Maximum digital optimisation and transformation for citizens, businesses and Kilkenny County Council.	Implementation of the Digital Strategy 2024 – 2026. The goals of which are focused around four key pillars – Digital Infrastructure, Digital Skills, Digital Transformation of Business and Digitalisation of Public Services.	Actions identified in the Digital Strategy Implementation Plan 2024 – 2026. Support Broadband Connection Points (BCP's)	Delivery of the Digital Strategy Implementation Plan actions by 2026. Support the completion of the roll out of the National Broadband

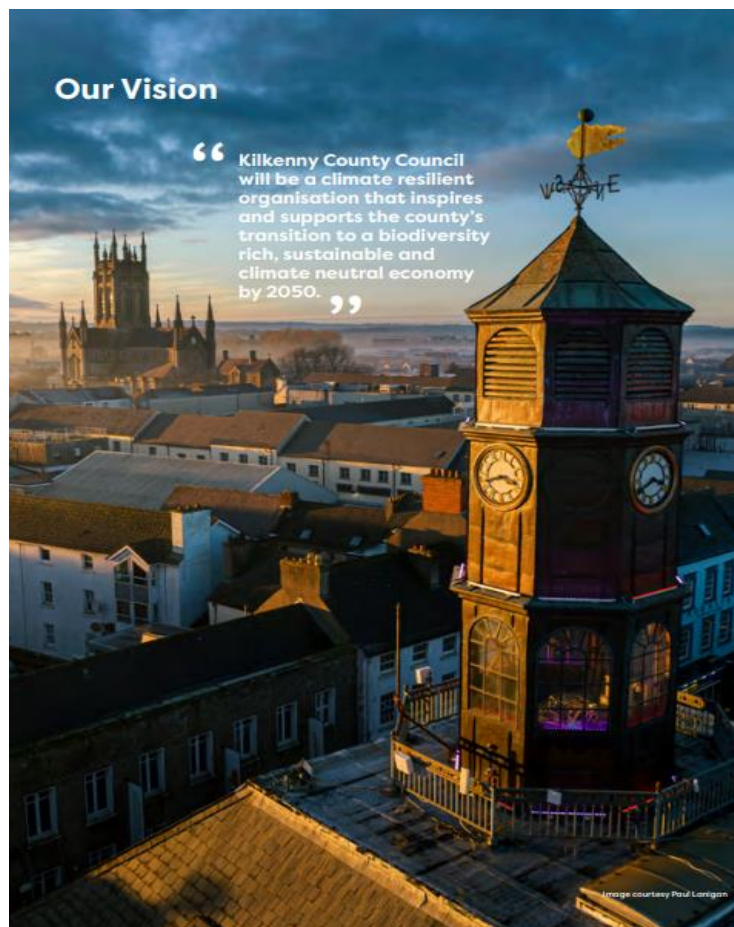| Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
		Continue to support the provision of high-speed broadband throughout the County through the roll-out of the National Broadband Plan (NBP) across County Kilkenny.	and WIFI4EU Initiative across County Kilkenny.	Plan (NBP) across County Kilkenny.
Night Time Economy	To develop Kilkenny City as the foremost evening and night time destination for residents and visitors which offers a sustainable, vibrant, cultural and diverse experience. To embed and maximise the night time economy as a key strategic opportunity for Kilkenny.	Implement a range of measures and supports under the Kilkenny City Night Time Economy Action Plan 2024-2025. Work in collaboration with Government Departments, State Agencies and other bodies to embed pilot scheme.	Delivery of Actions as identified under the Kilkenny City Night Time Economy Action Plan 2024/2025	Delivery of actions as set out in Night Time Economic Action Plan.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Tourism	To support the sustainable development of tourism in Kilkenny City and County and maintain and grow Kilkenny's reputation as a must see, year-round destination.	Implementation of the agreed actions associated with the Kilkenny County Council Tourism Development Strategy 2023 to 2028 and Fáilte Irelands Kilkenny Destination Experience Plan 2023 to 2028. Support the delivery of capital investment projects which support the tourism sector. Marketing Kilkenny internationally and nationally as a destination of choice and emphasising key strengths including food, craft, festivals etc.	Delivery of Actions as identified in the Kilkenny County Council Tourism Strategy 2023 to 2028 and the DEDP. Continued support for and collaboration with Kilkenny Tourism CLG. Ongoing support for quality festival and events in Kilkenny Delivery and marketing of flagship projects including the South East Greenway and the Museum of Medieval Kilkenny.	As per actions in Kilkenny County Council Tourism Strategy. NOAC Performance Indicators: J4: Tourism Officer in place J5: Current Tourism strategy in place.

ENVIRONMENT & CLIMATE ACTION

Core Objective

To promote and protect the environment of County Kilkenny in a sustainable manner for the benefit of current and future generations.

Lead and support the transition to a climate resilient, biodiversity-rich, sustainable and carbon neutral economy.

Our Vision

" Kilkenny County Council will be a climate resilient organisation that inspires and supports the county's transition to a biodiversity rich, sustainable and climate neutral economy by 2050. "

Image courtesy Paul Lanigan

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Environment	▪ Ensure a high quality environment and take early action to protect it ▪ The promotion and protection of the environment in a sustainable manner for the benefit of current and future generations ▪ Ensure enough waste collection services and facilities are in place ▪ Build Education and Awareness Capacity around Environment, Sustainability and Development ▪ To improve water quality and implement monitoring programmes in relation to the River Basin Management	▪ To communicate relevant EU, National, Regional and Local environmental objectives to the public. ▪ To co-operate with the development and operation of shared services in the areas of waste collection and waste enforcement. ▪ National Litter Monitoring Pollution Results. ▪ Environmental objectives in the local Climate Action Plan 2024-2029 ▪ LA performance reports (RMCEI data) ▪ Noise Action Plans as per Env Noise Directive (END) S.I. 549/2018 ▪ Support and Delivery of An Taísce Green School Programme ▪ Support of Tidy Towns Forum ▪ Delivery and Implementation of Litter	▪ Number of households availing of a 3 bin service National Performance indicator E1 ▪ % of environmental pollution complaints closed as per National Performance Indicator E2 ▪ % of Local Authority areas within the 5 levels of litter pollution as per National Performance Indicator E3 ▪ Number of Green Schools awarded flags National Performance Indicator E4 ▪ National Tidy Towns Competition/National Litter Monitoring Pollution System/NOAC/IBAL ▪ RMCEI/NEP's ▪ Deliver and meet the required number of	▪ Number of households covered by a licensed operator as at 31/12/2023 - 12,153 (i) Number of pollution cases received for 2023 – 938 (ii) Number of pollution cases closed during 2023 – 970 (iii) Number of cases on hand at year end – 92 (iv) Number of pollution cases carried forward from year end 2022 – 124 ▪ % of area unpolluted by litter ▪ % of area slightly polluted by litter ▪ % of area moderately polluted by litter

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
	plans and the Water Framework Directive ▪ To improve and implement air quality measures around Kilkenny City and County ▪ Noise	Management Plans (2024-2026 and 2026-2029) ▪ Carry out the pre-set number of farm inspections under the National Agricultural Inspection Programme set out annually by the EPA ▪ Carry out the required number of inspections under the National Inspection Plan for DWWTS ▪ Review, Sample and monitor Section 4 Discharge licensed facilities ▪ Respond and act on water pollution complaints and carry out enforcement actions when required ▪ Participate and monitor the National Sampling Programme for the	inspections to be carried out ▪ Carry out follow up inspections from first time inspections and highlight the Environmental outcomes ▪ Number of complaints lodged with the EPA and Kilkenny County Council ▪ Implement measures on the PIAs that are identified in the Noise Action Plan	▪ % of area significantly polluted by litter ▪ % of area grossly polluted by litter ▪ The % of schools that have been awarded green flag status – 42.86% ▪ 82 farm inspections carried out under the NAIP for 2023 ▪ 51 DWWTS inspections for 2023 ▪ 19 samples and audits undertaken for Section 4 discharge licence facilities ▪ 320 Water Framework Directive samples taken and analysed for 2023 ▪ 10 PIAs identified for the Noise Action Plan

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
		Water Framework Directive • National Air Quality Monitoring Network (EPA) • Smokey Coal ban and Solid Fuel Regulations • Noise Action Plan		
Building Control	• Implement provisions of the Building Control Act and Regulations.	• Maintain Public Register. Carry out inspections. Take Enforcement proceedings where required.	• Achieve a minimum of 15% inspection of new buildings annually	• Performance Indicator: P1: New Buildings Inspected
Veterinary	• Protect public health regarding food safety. • Protect public safety – control of dogs and horses in public places. • Ensure EU animal welfare standards are achieved at slaughterhouses. • Registration of DBEs to legislative standards.	• Service Contract with FSAI and contracts with Animal Welfare associated groups • Work in collaboration with LGMA and the SLA in place with the DAFM	• Completion of FSAI Service Plan as per Service Contract. • Registration of all relevant DBEs. • Removal of dangerous horses and dogs from public places.	• Monthly data supply to FSAI • Work in conjunction with Internal and external audits • Official control sample plan completion • Updating DBE Register

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Climate Action	- Embed Climate Action focussed governance (adaptation and mitigation) across Kilkenny County Council. - Reduce emissions by 51% and improve energy efficiency by 50% by 2030 in Council buildings, fleet and public lighting. - Plan for and protect our assets and infrastructure from severe weather events. - Support local communities and businesses to adapt to the impact's climate change, and to reduce energy use and emissions.	- Local Authority Climate Action Charter - Kilkenny County Council Climate Action Plan 2024-2029 - National Climate Action Plan - National Adaptation Framework - ISO50,001 Energy Management Standard - SEAI Public Sector Monitoring & Reporting programme - Community Climate Action Programme	Performance assessed against National Local Government Sector Performance Indicators. NOAC KPI: E5 % Energy Efficiency Performance NOAC KPI: E6 Public Lights: Energy Average wattage/ % of LED lights NOAC KPI: E7 Climate Action Staff & Steering Committee LGMA KPI's 1.Climate Action Staff 2. Steering Committee/No. meetings/Membership 3.Active travel projects 4. No. social houses retrofit / Energy savings /Carbon savings 5. Greenhouse Gas Emissions Savings (2022): Thermal & Transport / Thermal, Transport & Electricity	E5 Energy Efficiency: 37.5% (2022) E6 Public Lighting 3,657 kWh (2022) 74.16 (2022) 57.63% (2022) E7 Climate Action Staff: - Yes (2022) LGMA KPI's (2023) 1. Yes 2. Yes / 25 / 38 3. 33 4. 79 / 605.8MWH / 195.6tCO$_2$ 5. 30.4% / -17.0% 6. 96 actions 7. 6 / 6 8. 235 9. 13

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
			6. Climate Adaptation 7.Severe Weather Emergency Meetings / Plans Activated 8. Climate training (Staff & Elected Members) 9.Businesses supported by LEO "Green for Micro"	
LAWPRO *(Local Authorities Water Programme)*	▪ Implementation of the National River Basin Management Plan (2018 – 2021) ▪ Preparation of Cycle 3 (2022 – 2027)	▪ Collaboration with communities, landowners, public bodies and stakeholders ▪ On the ground catchment assessments	▪ Working with the Agricultural Sustainability Support and Advice Programme (ASSAP) to affect behavioural change, thorough improved knowledge transfer and advice	▪ Water quality improvements over the course of the programme
Parks	▪ To ensure a high quality range of amenities accessible to all. ▪ Planning and development of passive recreational and play facilities ▪ Promotion of sustainable management of	▪ To communicate relevant EU, National, Regional, Local recreation and environmental to the public ▪ To co-operate with other partners, KRSP, Department of Health, Coillte, Department of Children and Youth	▪ Amount of community groups supported in managing playgrounds ▪ No. of community groups supported through Amenity grants ▪ No. of recreation sites managed to high standard ▪ No. of playgrounds managed and	▪ No of playgrounds open to the public ▪ No of visits to Woodstock Gardens ▪ No. of objectives set out in Pollinator Plan met

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
	outdoor recreation areas in support of pollinators ▪ Work in conjunction with Wexford and Waterford Local Authorities to deliver the Waterford to New Ross Kilkenny ▪ Manage and development of Woodstock Gardens and Estate for future ▪ Support community groups in maintenance of their own local amenities through the amenity grants	Affairs, Department of Rural & Community Development, Carlow Kilkenny Leader Partnership and others to deliver recreation projects ▪ Deliver objectives set out in the Pollinator Plan adopted in 2019 ▪ Deliver and support recreation objectives of County Development Plan where budgets allow ▪ Tidy Towns	inspected on weekly basis	
LAWPRO *(Local Authorities Water Programme)*	Implementation of the Water Action Plan 2024 through the following:			
	Coordination & Communication - Supporting governance structures for water	Regional Management and Operational Structures	Number of Regional Operational Committee Meetings.	Number of attendees at meetings. Number of Bodies represented at meetings.

			Number of Regional Management Meetings	Number of attendees at meetings. Number of Bodies represented at meetings.
	Community Participation -Supporting communities and stakeholders to participate in caring for local waterbodies.	Community Water Development Fund	Number of applicants approved.	Number of projects completed.
		Farming for Water EIP	Number of applicant farmers approved.	Number of measures in place.
		Local engagements, meetings, and events.	Number of engagement events.	Number of attendees at events.
	Catchment Science - Catchment Management and Science in Priority Areas for Action Delivering engaging and accessible public information on water policy and science.	Desk studies and Local Catchment Assessments.	PAA Reports Completed.	Number referrals to each sector.
			Number of training courses organised.	Number of people trained on Catchment Science and Management.
		Community Information Meetings.	Number of Information meetings	Number of attendees.
		Community Catchment Fora	Number of meetings.	Number of attendees.
	Catchment Science - Catchment Management and Science in Priority Areas for Action	Blue Dot Programme	Implementation of the Blue Dot Work Programme.	Increased awareness of the restoration and protection of waterbodies with a high status objective.
		Nature Based Solutions Strategy	Number of NBS Projects supported.	Number of NBS Projects delivered.

FINANCE

Core Objective

To develop and implement sound Financial Management and Control Systems, to plan and deliver all services based on efficiency, value for money and accountability and optimisation of all Resources across all areas of the Organisation.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Finance	Maintain balanced Income & Expenditure Account.	Balanced Budget adopted each year. Monthly expenditure/income reports.	Monthly monitoring of Expenditure & Income against Adopted Budget. 5-year summary of Income & Expenditure account balance.	Balanced Income & Expenditure Account. Performance Indicator: M1: 5 Year Summary of Revenue Account Balance.
	Maintain high performance on collection of all income streams.	Collection targets set for each financial year.	Monthly monitoring of collections against targets and prior year.	Performance Indicators: M2: 5-year Summary of collection levels: Commercial Rates 89% Rents 96% Housing Loans 90%
	Ensure enough funding available for capital projects.	Rolling capital programme. Adopted budget to make provision for repayment.	Annual repayments as % of LPT/Commercial rates.	Annual Financial Statement 2023

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
	Maintain non-mortgage borrowings at sustainable level.	Adopted budget to make provision for repayment.	Annual repayments as % of LPT/Commercial Rates.	
	Maintain Liquidity.	Weekly cashflow monitoring.	Measurement of available headroom on a weekly basis.	
	Maximise value of all assets owned by Council. Update register of all assets owned by Council.	Complete installation of new IT software. Cross check records with Land Registry record.	Annual sales proceeds as a % of total capital expenditure (Excluding Housing).	

INTEGRATION

Core Objective

Integration of Beneficiaries of Temporary Protection, International Protection Applicants, those with Refugee, Subsidiary Protection or Permission to remain status and Programme Refugees in Kilkenny.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Ukraine Response	Co-ordination of Community Integration Forum (CIF) to ensure streamlined supports Recording of statistics in relation to agency supports and up-to-date statistics Delivery of Offer a Home Programme Work closely with Department of Children Equality Disability Integration and Youth (DCEDIY) to support their accommodation programme for Beneficiaries of Temporary Protection Point of contact for Ukrainians in relation to challenges and supports	Regular CIF meetings Development & presentation of Community Integration Monitor for presentation and discussion at Community Integration Forum meetings Liaising with homeowners, inspection of properties and matching or residents under Offer A Home	Community Integration Monitor (CIM) statistics No of Offer a Home Properties occupied No or Residents in Offer A Home Properties	2024 Community Integration Monitor statistics 2024 Offer A Home CRM

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Local Area Integration Team (LAIT)	Provision of supports to assist integration of: Applicants for International Protection (IP) People who have been granted refugee status or other forms of protection, such as subsidiary protection or permission to remain Refugees who have been resettled in Ireland through a Government programme. Beneficiaries of Temporary Protection *(those fleeing the war in Ukraine)*	Coordination Model/Directory of Services and Supports First point of contact for new arrivals Group Information Sessions One-to-one clinics for provision of information and advice Signposting to various agencies in relation to relevant supports Working with agencies and services to develop supports	Directory of Services & Coordination Model of supports developed. Website providing information and FAQs No of Group Information Sessions delivered No. of signposting interventions No. of one-to-one clinics provided No of intercultural events in collaboration with partner agencies	Key Performance Indicators set out by Department of Children Equality Disability Integration and Youth

FIRE AND CIVIL DEFENCE

Core Objective

FIRE SERVICE - To provide for the safety of persons and buildings both new and existing by way of fire prevention and by operational response in the case of fire or accident.

CIVIL DEFENCE - To provide appropriate response as a back-up service to the local emergency services in the event of an emergency.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Fire- Engagement & Education	Develop and implement a comprehensive education and awareness campaign throughout the County including school visits, demonstrations and professional development events.	Implement KFRS Fire Safety Plan 2021-2026.	Fire Service Department targets.	Number of programmes implemented and accounted for. 80% of primary schools visited.
Fire - Engineering & Enforcement	Implement all Fire Regulatory requirements under Fire, Building Control and Environmental legislation as appropriate.	Implement KFRS Fire Safety Plan 2021-2026. Fire Safety Certification. Intoxicating Liquor Licencing requirements. Review of buildings under the Fire Services Act.	Performance will be assessed against the National Local Government Sector Performance Indicators.	72 fire safety inspections carried out on premises in 2023. 80/90% of applications for fire safety certificates received in 2023 that were decided within 2 months of their receipt.
Fire – Emergency Planning	Review and prepare for the implementation of the Major Emergency Management Plan, Flood Emergency Response Plan, Severe Weather Plan (excluding flooding).	Implement KFRS Fire and Emergency Operations Plan 2022-2026 *(Section 26)*. Work with other all appropriate agencies under major emergency and Seveso Regulations. Development of Pre-Incident Plans.	Fire Service Department targets.	

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Fire - Emergency Response	Respond safely, efficiently and effectively to fire and other non- fire emergencies 24hrs a day 365 days a year. Review of Safety Statements.	Implement KFRS Fire and Emergency Operations Plan 2022-2026 (Section 26). Quality training programmes, Flooding, First Responder, etc. Provision of new Fire Station in Kilkenny City. Upgrade of existing facilities and equipment in line with the Section 26 Plan in place. Development of IS/IT systems for all stations and fleet integration. Implement KFRS Safety Management Plan.	Performance will be assessed against the National Local Government Sector Performance Indicators.	**Performance Indicators:** Cost per capita of the fire service in 2023 was €50.28. The average time to mobilise the fire brigade in respect of fire in 2023 was 6.17mins The average time to mobilise the fire brigade in respect of non –fire emergencies in 2023 was 5.49 mins. The % of fire cases in which first attendance is within 10mins in 2023 was 34.29% The % of fire cases in which first attendance is between 10 and 20 minutes in 2023 was 53.71% The % of fire cases in which first attendance is after 20mins in 2023 was 12%. The % of all other emergency incidents in which first attendance is within 10mins in 2023 was 25.85% The % of all other emergency incidents in which first attendance is between 10 and 20mins in 2023 was 61.65%. The % of all other emergency incidents in which first attendance is after 20mins in 2023 was 12.50%

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Civil Defence	To provide a prompt and appropriate response to the primary response agencies PRAs in the case of a major Emergency. To provide a support service to the PRA's in four key areas: • Land and river search • Medical cover • Flood response • Severe weather response	To manage the response to a request. Identify and manage the risks in accordance with the Local Major Emergency Management Plan. National Policy and Local health and safety statement.	Mobilisation and response time to a call out. Volunteer response numbers.	Volunteer numbers. Training hours completed. Training courses completed.
	To assist the community with event cover in the following areas: • Medical Cover • Safety Boat Cover	Assess and manage the risks. Specific Operations Guidelines for boating operations. PHECC Guidelines and CPG's. National Medications Policy.	Number of events attended. Number of operational volunteers.	Volunteer numbers. Number of events attended.
Civil Defence	Reduction of our Carbon footprint.	Climate Action Policy of Kilkenny County Council	Reduction in carbon emissions. Proworks and vehicle Tracking Data	Maintenance of fleet. Switch to Biofuel.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Civil Defence	Promote Kilkenny County Council in a positive light. Promote Civil Defence and volunteering.	Civil Defence Act 2023. Kilkenny County Council Social Media policy.	Retention and recruitment of Volunteers.	Increasing and maintaining numbers of Volunteers. Social Media representation of Kilkenny Civil Defence in operational activities.

CULTURAL
(Library, Arts, Heritage & Biodiversity)

Core Objective

LIBRARY: *To continue to serve as a vital community resource delivering a broad range of services which contribute to the social, economic and cultural wellbeing of individuals and communities.*

ARTS: To develop, co-ordinate, motivate, inspire and empower artistic activity throughout the city and county, working to further strengthen Kilkenny's position as a centre of excellence for the arts and ensure a successful and prosperous arts environment within the region.

HERITAGE: To manage a strategic heritage service, including developing partnerships, raising awareness, providing advice, developing/implementing policy, collecting data, and promoting best practice to value and safeguard heritage for future generations.

BIODIVERSITY: To record, conserve and restore habitats and enhance ecological connectivity.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Library	Maximise the potential of the library service to enable lifelong learning, information provision, literacy development, community engagement, health and wellbeing, cultural identity and creativity via the implementation of the national Strategy "The Library Is The Place – Information, Recreation, Inspiration 2023-2027" and Kilkenny County Council "Cultural Strategy Arts, Heritage and Libraries 2018-2022".	The Library Is the Place – Information, Recreation, Inspiration 2023-2027 Kilkenny County Council Cultural Strategy Arts, Heritage and Libraries 2018-2022. Public Library Standards and Benchmarks. Kilkenny County Council Climate Action Plan 2024-2029	Annual Service Delivery Plan with objectives and targets implemented. Annual Report Monthly Chief Executive Reports	Monitoring and review of performance indicators **National** L1(A) Library Visits, issues and registered members. L1(B) Number of items issued to library borrowers in the year. L1(C) Library active members per head of population L1(D) Number of registered members L2 – Cost of operating a library service. L2 - Annual per capita expenditure on collections. LG annual returns **Other** Online services usage Website usage Social media platform usage My Open Library usage Number of events and numbers in attendance Mailing list engagement

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Library	Continue to develop and provide access to modern and emerging technologies and digital resources as well as providing digital literacy supports.	The Library Is the Place – Information, Recreation, Inspiration 2023-2027 Kilkenny County Council Cultural Strategy Arts, Heritage and Libraries 2018-2022 Public Library Standards and Benchmarks.	Utilise and develop technologies to promote digital literacy and facilitate and engage citizens to access Library and Local Authority Services.	Online services usage Number of public internet sessions (PC and Wi-Fi) Social media usage Website and library app usage Digital supports services usage
Library	Identify and resource existing and potential new library infrastructure.	The Library Is the Place Information, Recreation, Inspiration 2023-2027 Kilkenny County Council Cultural Strategy Arts, Heritage and Libraries 2018-2022 Public Library Standards and Benchmarks. Annual Risk Register	Undertake a programme of sustainable infrastructural renewal to provide safe, dynamic and flexible library spaces. Comply with all relevant Health and Safety and accessibility legislation.	Compliance with requirements and standards under the relevant legislation.
Library	Develop library spaces as centres of community, culture and creativity and support the development of	The Library Is the Place – Information, Recreation, Inspiration 2023-2027	Develop sustainable partnerships to promote the library as an accessible cultural, creative and community space and extend our reach.	Number of visits to the library per 1,000 of population Social media platform usage

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
	sustainable and inclusive communities.	Kilkenny County Council Cultural Strategy Arts, Heritage and Libraries 2018-2022 Public Library Standards and Benchmarks. Kilkenny County Council- Culture and Creativity Strategy 2023-2027.	Continue to play a key role in collecting, preserving and communicating the local history and heritage via the Local Studies and Archives service. Ensure library actions and objectives implemented as identified in various policies including the Kilkenny Local Economic and Community Plan 2023-2028, Kilkenny Age Friendly Strategy 2017-2022 and Kilkenny County Council Climate Action Plan 2024-2029 and Adult Literacy for Life 2021-2031.	No of registered members Mailing list engagement Events and numbers in attendance.
Arts	To work to further strengthen Kilkenny's position as a centre of excellence for the arts by delivering an annual arts programme that will ensure a successful and prosperous arts environment within the region. Artists Supports - to devise and deliver	Kilkenny County Councils Framework Agreement 2019-2026- this is a joint agreement between Kilkenny County Council and The Arts Council of Ireland. Creative Ireland Programme – implementation of the actions outlined in the Kilkenny Culture and	Regular reviews and evaluations of all programmes will illustrate the actual reach and relevance of the Arts Office programmes. This will include quantitative and qualitative data. This practice enables us to progress and plan appropriate programmes for both artists and communities alike. These include participant and audience numbers, grant applications received, and grants awarded, artists	Annual statistics based on engagement in and experiences of the breadth of our programmes are collated annually, enabling us to track progression and development of our programmes. This also enables us to assess the needs, requirements and requests of both artists and communities

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
	programmes that afford artists the time, space and skills to develop their practice, Community and Youth Arts - to provide inclusive opportunities for - civic participation, cultural enrichment, lifelong learning, personal progression and skill development, thus empowering communities and individuals alike. Public arts - To devise and deliver a public arts programme that seeks to meet, challenge and expand our ideas of Public Arts. To provide artists across all disciplines with meaningful opportunities to develop new work that reflects	Creativity Strategy 2023-2027. Music Generation Programme. Kilkenny County Council's Public Arts Policy Public Arts in Ireland 2024-2028 A Whole of Government Policy Framework to implement the Per Cent for Arts Scheme	and other creatives engaged with across all of our programmes. The qualitative impact of programmes and supports is assessed on an ongoing basis, collating information of participants experiences and future needs and requirements.	alike and to offer appropriate programmes and supports.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
	their ambition and ideas, through meaningful dialogue, research, and engagement with communities. To develop affordable artists workspaces that are flexible and suited to a multiplicity of uses, meeting local needs including visual artists, writers, musicians, theatre makers and other creative endeavours. Ensuring the spaces are suited to a diversity of adding a richness to the environment and providing opportunities for collaborations, peer support and skill sharing. To work with other relevant internal and			

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
	external departments and organisations to enable the delivery of the Creative Ireland programme			
Heritage	To enhance understanding, valuing and protection of Kilkenny's heritage for future generations through evidence-based, inclusive and climate conscious actions.	Kilkenny County Heritage Strategy 2025 – 2030 (in preparation) Kilkenny Heritage Forum National Heritage Plan "Heritage 2030" Heritage Council Strategic Plan, 2023 - 2028 Kilkenny Culture and Creativity Strategy 2023-2027. Community Monuments Fund Programme Public Commemoration Programme Irish Walled Towns Network Programme	Publication of Kilkenny Heritage Strategy, 2025-30. Number of actions undertaken under Kilkenny County Heritage Strategy and related national heritage strategies. Number of actions undertaken under Kilkenny Culture and Creativity Strategy Public Commemorations programme. Community Monuments Fund Irish Walled Towns Network Programme Number of community engagements	

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Biodiversity	To record, conserve and restore biodiversity.	Co-ordinate, implement actions and report on Kilkenny County Council's actions under the All-Ireland Pollinator Plan 2021-2025 & the National Biodiversity Action Plan 2023-2030. Kilkenny County Council Biodiversity Plan 2025 – 2030 (In preparation) Kilkenny Biodiversity Working Group Support policies in Kilkenny County Council Climate Action Plan.	Number of actions undertaken.	

HOUSING

Core Objective

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.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Housing Support Services	To maximise the availability of accommodation and housing support services to meet the different categories of need presenting, to reduce the requirement for emergency homeless accommodation and to meet that requirement where it cannot be prevented.	Kilkenny County Council Homeless Policy Homeless Services Tenancy Sustainment Services Placefinder Services Housing First Programme Traveller Accommodation Programme START, Homecare, Own Front Door Programmes Disability Housing Strategic Plan Allocations Policy Regional Homeless Action Plan Aftercare Youth Homeless Support Programme Tenant in Situ Scheme	Numbers presenting for homeless assessment Numbers utilising emergency accommodation Numbers accessing support services Numbers exiting emergency accommodation Number of Housing First tenancies Number of tenancies provided with tenancy support services	Regional Homeless Statistics Performance Indicator: H6 Long term homeless adults Homeless presentations compared to emergency accommodation service users Number of Notices of Termination on hand and resolved Housing First Tenancies
Housing Delivery	Increase the provision of good quality accommodation to meet the assessed social housing and	Housing Delivery Action Plan 2022 to 2026 Traveller Accommodation Plan	Department of Housing Delivery Targets for social and affordable housing.	Performance Indicators: H2 Housing Vacancies H3 Average re-letting time and direct cost

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
	projected affordable housing need in the County through direct build local authority construction projects and working with the Approved Housing Bodies and Private Sectors. Reduction of vacant social housing units. To provide affordable housing for rent and purchase	All Department of Housing Capital Funding Schemes Rental Accommodation Scheme HAP Scheme Tenant in Situ Scheme National voids programme Cost rental scheme Affordable Housing Purchase Scheme Project Dion System	Vacant social housing units	H5 Private rented inspections Department of Housing Trabis Capital Delivery Tracker
Housing Maintenance	To implement a national stock condition survey and asset management system. To develop a planned	Stock condition surveys and National Asset Management system. Retrofit Programme Planned Maintenance programme.	Number of properties surveyed and entered on the Asset Management System	Performance Indicator: H1 Social Housing Stock H4 Housing Maintenance Direct Costs Number of properties registered on iHouse and

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
	maintenance programme based on the asset management system to maintain and improve the condition of all existing social housing stock. To effectively manage reactive maintenance requests acknowledging tenant responsibility and appropriate response times.	Housing Maintenance management system. Tenant Handbook and Induction Policy Tenancy management systems iHouse data cleansing process	Increase in planned maintenance spend Reduction in reactive maintenance calls and spend	asset management for all maintenance purposes
Housing Tenancy Management	To provide and maintain vibrant estate which are well maintained, safe and enjoyable places to live	Tenant Handbook Anti-Social Behaviour Strategy Tenant Liaison and community development support services Mediation services Estate Management Grants	Number of active Residents' Associations Recording of number of complaints relating to social housing tenancies	Number of active resident associations Number of complaints Number of enforcement actions initiated Number of tenancies supported

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
			Tenancy management system recording all tenancies in receipt of support services and all formal enforcement procedures undertaken.	
Housing Grants	To effectively and equitably deliver Grant Schemes to allow people to remain in their own homes for as long as possible	Housing for Older Persons Grant Scheme Mobility Assistance Grant Scheme Housing Adaptation Grant Scheme Healthy Age Friendly Homes Programme	Number of applications received and processed Number of grants drawn down	Number of applications received and processed Number of grants drawn down
Housing Loans	To provide loans, incentives and support services for people housing themselves.	Local Authority Home Loan Scheme Local Authority Purchase and Renovate Loan Tenant Purchase Scheme	Number of loan applications received and processed	Number of loan applications received and processed Number of loans drawn down

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
		Mortgage Allowance Scheme Property title services (deeds of discharge, title rectification, consent to sales) Credit Policy	Number of loans drawn down Number of tenant purchase applications received and processed Number of mortgage allowance applications received and processed Number of title requests received and processed	Number of tenant purchase applications received and processed Number of mortgage allowance applications received and processed Number of title requests received and processed

HUMAN RESOURCES

Core Objectives

To continue to value our employees and will strive to build an inclusive, flexible, skilled and resilient workforce.

Promote an open and engaging work environment and become and employer of choice.

Create a culture of continuous learning and development

Empower and enable our managers and supervisors.

Promote positive employee relations and engagement.

Create a fair, supportive and healthy working environment.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Human Resources	Plan and Deliver our Organisation's workforce requirements through the development and delivery of a Strategic Work Force Plan. To provide the appropriate structures and workforce as resources permit to deliver timely and quality services to the people of the County across the full range of services.	Recruit staff in a timely manner in keeping with the approved Work Force plan and available budgets. Retain staff in the organisation by supporting wellbeing, flexible and family friendly working and career progression.	Total number of Whole-Time Equivalents. Working Days lost to sickness	Number of staff measured as Whole-time Equivalents
	To develop and manage the capabilities of staff so as to deliver organisational objectives and	To ensure that staff are supported through appropriate leadership, motivation, appraisal and empowerment strategies. Assessment of training requirements of staff and	Provision in the annual budgets toward the ongoing development and training of staff with priority given to meeting the necessary Health & Safety requirements set	Core and PMDS Records on number of staff trained.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
	quality services to the citizen.	implement a Training and Development Programme. Utilise e-learning opportunities on Equality and Human Rights in the public service.	down in legislation and those needs identified through the Staff Performance Management Development System.	Number of staff completing IHREC Modules
	Development of Kilkenny County Council work force in accordance with the Local Authority People Strategy.	Build line management capacity and competence to manage employees effectively. Create a healthy working environment by promoting wellbeing, early engagement and good communications. Management of staff in line with the full range of Kilkenny County Council policies.	Provision of Training Rollout of targeted wellbeing initiatives to support staff.	

INFORMATION TECHNOLOGY PROCUREMENT

Core Objectives

To provide a modern and secure ICT Infrastructure which complies with best standards and practices to enable Staff and Elected Members to deliver modern, efficient and effective services.

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.

To co-operate with Government initiatives to maximise the potential of having broadband connectivity available throughout the County.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Procurement	To further advance the purchasing and procurement of goods and services in a more cost-effective manner. To pursue a policy of environmentally friendly procurement throughout the Council.	To continue to seek savings in the procurement of goods and services both locally and through any collaborative approaches with other Local Authorities, and the OGP. To include in contracts and supporting documentation specifications regarding lowering carbon emissions.	National Frameworks – Number of frameworks used. Training – Number of people trained in Green Public Procurement. Number of tenders with green / environmentally friendly requirements.	
Information Technology	To provide relevant information systems in a timely manner that supports effective service delivery and informed decision making by Elected Members, Management and Staff. Maximise the use of ICT/Digital/Online technologies to support the implementation of the Council's goals and objectives.	Maintain and update the relevant systems. Provide appropriate technologies to users. Protect data and systems by using appropriate security systems. Maximise the use of mobile technology to deliver efficiencies for mobile workers and field operatives.		Performance Indicators: 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

LIBRARY

Core Objective

To continue to be a key resource in local communities, delivering a broad range of services to meet a diversity of needs in information, learning, literacy, employment skills, business and leisure.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Library Department	Maximise the potential of the library service to enable lifelong learning, information provision, literacy development, community engagement, health and wellbeing, cultural identity and creativity via the implementation of the national Strategy "**The Library Is The Place – Information, Recreation, Inspiration 2023-2027**" and Kilkenny County Council **"Cultural Strategy Arts, Heritage and Libraries 2018-2022"**.	The Library Is the Place – Information, Recreation, Inspiration 2023-2027 Kilkenny County Council Cultural Strategy Arts, Heritage and Libraries 2018-2022. Public Library Standards and Benchmarks. Kilkenny County Council Climate Action Plan 2024-2029	Annual Service Delivery Plan with objectives and targets implemented. Annual Report Monthly Chief Executive Reports	Monitoring and review of Performance Indicators **National** L1(A) Library Visits, issues and registered members. L1(B) Number of items issued to library borrowers in the year L1(C) Library active members per head of population L1(D) Number of registered members L2 – Cost of operating a library service L2 - Annual per capita expenditure on collections. LG Annual returns **Local** Online services usage Website usage Social media platform usage My Open Library usage Number of events and numbers in attendance Mailing list engagement

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
	Continue to develop and provide access to modern and emerging technologies and digital resources as well as providing digital literacy supports.	The Library Is the Place – Information, Recreation, Inspiration 2023-2027 Kilkenny County Council Cultural Strategy Arts, Heritage and Libraries 2018-2022 Public Library Standards and Benchmarks.	Utilise and develop technologies to promote digital literacy and facilitate and engage citizens to access Library and Local Authority Services.	Online services usage Number of public internet sessions (PC and Wi-Fi) Social media usage Website and library app usage Digital supports services usage
	Identify and resource existing and potential new library infrastructure.	The Library Is the Place – Information, Recreation, Inspiration 2023-2027 Kilkenny County Council Cultural Strategy Arts, Heritage and Libraries 2018-2022 Public Library Standards and Benchmarks. Annual Risk Register	Undertake a programme of sustainable infrastructural renewal to provide safe, dynamic and flexible library spaces. Comply with all relevant Health and Safety and accessibility legislation.	Compliance with requirements and standards under the relevant legislation.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
	Develop library spaces as centres of community, culture and creativity and support the development of sustainable and inclusive communities.	The Library Is the Place – Information, Recreation, Inspiration 2023-2027 Kilkenny County Council Cultural Strategy Arts, Heritage and Libraries 2018-2022 Public Library Standards and Benchmarks. Kilkenny County Council- Culture and Creativity Strategy 2023-2027.	Develop sustainable partnerships to promote the library as an accessible cultural, creative and community space and extend our reach. Continue to play a key role in collecting, preserving and communicating the local history and heritage via the Local Studies and Archives service. Ensure library actions and objectives implemented as identified in various policies including the Kilkenny Local Economic and Community Plan 2023-2028, Kilkenny Age Friendly Strategy 2017-2022 and Kilkenny County Council Climate Action Plan 2024-2029 and Adult Literacy for Life 2021-2031.	• Number of visits to the library per 1,000 of population • Social media platform usage • No of registered members • Mailing list engagement • Events and numbers in attendance.

PLANNING

Core Objective

To achieve balanced sustainable development while affording protection of the natural and built environment of the County so as to ensure:

Enhanced physical and socio-economic infrastructure,

Enhanced quality of life for the County's residents and

A sound economic base on which to deliver local sustainable employment in both rural and urban locations throughout the County.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline 2023
Planning	To provide effective, proper planning and sustainable balanced development.	Provide an efficient high-quality statutory planning service encompassing pre-planning consultations and planning application assessment that accords with the provisions of the adopted City and County Development plan, Local Area Plans, and Ministerial Policy Guidance.	Number of applications processed Meeting of statutory requirements (Judicial review). % of applications where the decision was confirmed by An Bord Pleanála. Cost per capita of the Planning Service	880 100% 86% confirmed by ABP €32.21
		Provide an effective planning enforcement service	No. of planning enforcement cases closed as resolve	129 (2023)
		Undertake review of the Development Contribution Scheme.	Adoption of new Development Contribution Scheme	Existing Scheme was to be reviewed in 2018.
	To enhance customer service ensuring maximum accessibility and transparency.	Continue to implement national policy on the delivery of the E-Planning service.	Percentage of planning applications received electronically	69% applications by e-planning in 2023
		Prepare a City and County Development Plan for the period 2027 – 2033 in accordance with statutory provisions and consistent with regional and national policies for adoption by Elected Members	Adoption by Elected Members Compliance with legislative requirements (Judicial review) No. of Directions drafted by the Office of Planning Regulator.(OPR)	2021- 2027 adopted by the Elected Members on the 3rd September 2021. 100% One Draft Direction issued by the OPR.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline 2023
		Prepare relevant Local Area Plans (LAPs) or amendments to LAPs for adoption by Elected Members.	Adopted by Elected Members Compliance with legislative requirements	100%
		Prepare for adoption appropriate policy guidance documents and framework regeneration and masterplans for settlements within the County and areas of the City	Adoption of draft policies and framework plans by Elected Members	100% Two Masterplans adopted in 2023 Urlingford and Loughmacask.
	Deliver Town Centre First Plans in partnership with Town Teams, identifying priorities and actions for that town	Town Centre First (TCF) Funding Streams Rural Funding Streams, e.g. RRDF, Town & Village, etc.	Number of TCF Plans Number of Successful Applications	TCF plan for Urlingford in 2023
	Reduce vacancy and dereliction in Kilkenny City and towns and villages of the County	URDF Call 3 THRIVE Fund Derelict Sites Vacant sites Register (VSR) Residential zoned Land Tax (RZLT) Croí Cónaithe	Number of properties brought back into use Urban Design Strategy for John's Quay/John Street Area Strand 2 application Regeneration Framework for Butts Area Number of Properties removed from DS Register Number of sites on VSR Number of Sites Removed Number of Grants Paid	Nil Strand 1 Funding in Place January 2025 24 2 23 2 Prepare draft & final maps for lands in scope 4

INFRASTRUCTURE

Core Objective

To plan for and facilitate the transportation needs of the people residing, visiting and travelling through County Kilkenny by developing and improving infrastructure by maximising and allocating available funding to deliver the infrastructure that will benefit all citizens.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Road Transportation and Safety	Improvement and Restoration of regional and local Road Network to include Safety Schemes in line with Department of Transport Guidelines.	Annual Pavement Condition Surveys. Identify additional locations from the Department.	Roads ratings provided annually.	All works mapped and loaded to PMS system. Quarterly meetings with RMO and yearly progress report.
	Improvement and restoration of National Road Network in consultation with the TII.	Annual pavement conditions surveys. Road Safety audits and analysis of traffic data.	Road ratings provided annually.	Monthly/Quarterly meetings with TII on progress of schemes.
	Ensure Climate Change resilience.	CFRAMS report and local data correlated from recent severe weather events.	10 year plan to deliver flood relief schemes to 6 no. locations.	Monthly review with OPW on schemes and annual data mapped for non-national drainage schemes.
		OPW Minor Flood Mitigation Works Programme	Cost Benefit Ratio Analysis/Approval of applications for funding from OPW	Number of schemes completed/Number of properties protected from flooding Number of schemes approved by OPW
PLEEP	Upgrade/improvement to public lighting.	Continue to engage with SEAI Better Energy Community Schemes and National LED replacement Project.	Percentage of lights upgraded.	To date 8,730 lights upgraded. Active annual targets.
Active Travel	Improve walking and cycling network in consultation with the National Transport	National Transport Authority Active Travel Programme Transport	Monthly meetings to review progress	Kms of walking and cycling infrastructure

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
	Authority and Transport Infrastructure Ireland	Infrastructure Ireland Greenways	No. of schemes progressed and key metrics	Number of junctions with Active Travel Facilities Number of pedestrian crossings and Junction Tightening Schemes
Public Transport	To improve the facilities for the City Bus Service	National Transport Authority Public Transport Investment Plan	Improvements undertaken to bus routes and shelter provision	Audit of bus shelters on public transport routes Any other improvements undertaken

WATER SERVICES

Core Objectives

To achieve high quality water and waste water services for the people of Kilkenny. Consulting/working with Uisce Éireann on Towns Infrastructure and maximising and allocating effectively the funding available for the Rural Water Sector in the County.

Functional Area	Performance Goals	Supporting Programmes	Measurement Methodology	Operational Baseline
Rural Water Sector	Assist the private & public group water and group waste water sectors in County Kilkenny with the oversight, funding, delivery and management of services to ensure compliance with national guidelines.	3 year plan for the improvement and upgrade of Group Water schemes under the MARWP 2024-2026. Funding by Department of Housing, Planning and Local Government.	Report quarterly to Kilkenny Rural water committee and annually to the Department of Housing, Planning and Local Government.	Review sample drinking water results and carry out actions as/if required. Monthly monitoring of 3 year plan. Performance indicator: W1: % Drinking water in private schemes in compliance with statutory requirements.

APPENDICES

PRINCIPLE ACTIVITIES OF THE LOCAL AUTHORITY

Principal Activities of the Local Authority

Five Directorates have responsibility for the provision of a wide range of services delivered by Kilkenny County Council.

Ian Gardner, A/Director of Services

Housing, Community & Piltown Municipal District

- Delivery of Housing Capital Programme.
- Provision and maintenance of Local Authority Housing.
- Delivery of Estate Management Initiatives.
- Provision of accommodation for Travellers.
- Implementation of Tenant Purchase and Shared Ownership Schemes.
- Capital Assistance Scheme for Approved Voluntary or Non-Profit Housing
- Rental Accommodation Scheme/Housing Assistance Payments.
- Implementation of housing standards for private rented dwellings.
- Provision of Housing Adaptation & Housing Aid for Older Persons Grants Schemes.
- Community Development
- Support Local Community Development Committee/Public Participation Network/Comhairle na nOg/Children & Young People Services Committees

Tim Butler, Director of Services

Planning, Economic & Environmental Services [including Parks, LEO & Town Regeneration] & Kilkenny City Municipal District

- Planning – Development Management, Enforcement, Unfinished Housing Development/Taking in Charge.
- Forward Planning - Preparation and implementation of County, local area development plans and master plans.
- Economic Development/Local Enterprise Office.
- Promotion of industrial, commercial and other development.
- Tourism/Festivals and Events.
- Building Control, Built Heritage and Conservation Services.
- Environment- Litter, Waste Management, Veterinary Services.
- Climate Change
- Pollution Control/Burial Grounds/Water Safety.
- Provision of a range of Recreation, Parks, Play and Amenity Facilities.
- Public Lighting Energy Efficiency Project.

Mary J. Mulholland, Director of Services

Corporate & Infrastructure [including Human Resources, Roads, Machinery Yard, Health & Safety]

- Workforce Planning and Organisation
- Provision of secretarial service to Management and to Council as a Corporate Body.
- Communications.
- Promotion of positive corporate image.
- Register of Electors & a range of miscellaneous services.
- Data Protection/Freedom of Information.
- Implement the Official Languages Act and promote the use of Irish.
- Provision and retention of sufficient professionally developed staff to meet the needs of the organisation and the public.
- Staff training, recruitment and Support services for staff.
- Customer Care Services
- Internal Audit & support work of Audit Committee.
- Health & Safety
- Delivery of Roads Capital Programme.
- Provision, maintenance and upkeep of the road network.
- Promotion of Road Safety.
- Implementation of Traffic Management Plans.
- Provision of public lighting.
- Management of community involvement schemes.
- Car Parks/Street Sweeping.
- Water Services in association with Irish Water

Martin Prendiville   Director of Finance

Finance, Information Technology, Procurement, Facilities Management, Special Projects & Castlecomer Municipal District

- Provision of financial support services for Kilkenny County Council.
- Rates/Rent/Housing Loans Collections.
- Debt Management and Credit Control.
- Public Procurement.
- Non Principal Private Residence (NPPR) enforcement.
- Insurance Risk Management.
- Provision of quality internal Information Technology support and development, including Graphic Information Systems (GIS).
- Delivery of Motor Tax services.
- Provision of office accommodation/management of facilities & Assets.
- Delivery of Abbey Quarter Master Plan.

Fiona Deegan, Director of Services

Integration, Emergency Services & Culture [including Fire Service, Civil Defence, Library, Arts and Heritage] & Callan-Thomastown Municipal District

- ➢ Provision of Integration supports to Beneficiaries of Temporary Protection, International Protection Applicants,
- ➢ those with Refugee, Subsidiary Protection or Permission to remain status and Programme Refugees;
- ➢ Co-ordination of Community Integration Forum;
- ➢ Fire & Emergency Services;
- ➢ Provision of appropriate response as a back-up to local emergency services through the Civil Defence;
- ➢ Provision & development of Library Services;
- ➢ Develop and strengthen Artistic activity throughout the City & County;
- ➢ Protection of Kilkenny's Heritage for current and future generations;
- ➢ Encourage Biodiversity measures through the provision of education and awareness.
- ➢ Development of Library Services, Arts, Culture and Heritage.
- ➢ Fire Services and Rescue.

STRATEGIES/

PLANS

List of Strategies/Plans influencing Local Government Activities

National/EU

- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025
- Better Public Services - Public Service Transformation 2030 Strategy
- Building Control Acts 1990 to 2020
- Building Regulations 1997 to 2024
- Building Control Regulations 1997 to 2022
- Climate Action Plan 2023 and Climate Action Plan 2024
- Climate Change Sectoral Adaptation Plan for Flood Risk Management 2019 – 2024
- Climate Action Sectoral Adaptation Plan for Built and Archaeological Heritage
- Climate and Low Carbon Development (Amendment) Act 2021
- Code of Practice for Inspecting and Certifying Buildings and Works
- Community Climate Action Fund DCCAE: National Cyber Security Strategy and current consultation
- Connect Government 2030, March 2022 *(A Digital and ICT Strategy for Ireland's Public Service)*
- Connecting Ireland Rural Mobility Plan
- Construction Products Regulation (EU) No 305/2011
- Culture and Creativity Strategies 2023-2027
- CycleConnects
- DCCAE: National Digital Strategy
- DEBI Innovation 2020
- Development Plans Guidelines for Planning Authorities (2022)
- DHLGH Data Strategy
- Digital for Good: Ireland's Digital Inclusion Roadmap, August 2023
- Digital Single Market
- eGovernment Strategy
- Embracing Ireland's Outdoors - National Outdoor Recreation Strategy 2023-2027
- Energy Performance of Buildings Directive (Council Directive 2010/31/EU)
- Energy Security in Ireland to 2030
- EU Biodiversity Strategy
- EU Birds Directive
- EU Energy Performance of Buildings Directive (EPBD) EU Renewable Energy Directive (2023/2413) EU Solar Energy Strategy (COM (2022)221)
- EU 'Floods' Directive
- EU Just Transition Plan for Ireland 2021-2027
- EU Good Practice for Market Surveillance
- EU Habitats Directive
- EU Strategy on Adaptation to Climate Change

- EC (Birds and Natural Habitats) Regulations 2011 14
- European Flood Awareness System (EFAS)
- European Union (Construction Products) Regulation (S.I. 225 of 2013, as amended)
- European Union (In-Building Physical Infrastructure for High-Speed Electronic Communications) Regulations 2023
- Electric Vehicle Charging Infrastructure Strategy 2022 to 2025
- Flood Risk Management Plans and Maps produced under National CFRAM (Catchment Flood Risk Assessment & Management) programme (floodinfo.ie)
- Get Ireland Active - National Physical Activity Plan for Ireland
- Guidelines for Inclusive Engagement in Local Planning and Decision Making (DRCD)
- Guidelines for the Local Authority Climate Action Plans
- Guidelines for New Emergency Accommodation (DHLGH, September 2022)
- Green Public Procurement Strategy 2024-2027
- Groundwater Protection Response
- Guidance on Appropriate Assessment for Planning Authorities National Parks & Wildlife Service
- Guidelines on the Planning System and Flood Risk Management
- Healthy Ireland - A Framework for Improved Health and Wellbeing 2013 – 2025
- Heritage Ireland 2030
- Housing First National Implementation Plan 2022-2026
- Housing for All
- Housing for All Q3 2023 Action Plan and Progress Update
- Housing for All Roadmap for increased adoption of MMC in public housing delivery
- Housing for All Modern Methods of Construction (MMC) Introductory Guide
- Housing for All guidance for design build housing contracts
- Housing Action Delivery Plans
- Housing Options for our Ageing Population policy (2019)
- Ireland's National Energy and Climate Plan 2021 - 2030
- Ireland's Road Haulage Strategy 2022–2031
- Local Economic and Community Plan Guidelines 2021 (DRCD)
- Local Government Digital and ICT Strategy 2030
- Major Emergency Management Framework 2006 (MEM)
- Marine Planning Policy Statement (to be adopted Q3 of 2019)
- Market Surveillance Regulation (EU) No. 2019/1020
- Market Surveillance of Construction Products Strategy
- Met Eireann strategic plan 2017-2027
- National Adaptation Framework
- National AI Strategy
- National Biodiversity Action Plan 2023 -2030
- National Bioeconomy Action Plan 2023-2025
- National Broadband Plan
- National Clean Air Strategy
- National Cycle Network Plan

- National Landslide Database and Landslide Susceptibility Map
- National Development Plan
- National Disability Strategy, (soon to be launched successor strategy to the National Disability Inclusion Strategy (NDIS) 2017-2022)
- National Energy and Climate Plan 2021 - 2030
- National Flood Forecasting and Warning Service (data from monitoring stations - waterlevel.ie) 15
- National Implementation Plan for the SDGs 2022-2024
- National Heritage Plan - Heritage Ireland 2030
- National Housing Strategy for Disabled People 2022 – 2027 (NHSfDP)
- National Marine Planning Framework
- National Oversight and Audit Commission (NOAC) reports
- National Organic strategy 2024-2030 (Published Q2 2024)
- National Planning Framework 2040
- National Policy on Architecture 2022
- National Road EV Charging Plan 2024 to 2030
- National Skills Strategy
- National Social Enterprise Policy for Ireland 2019-2022
- National Sports Policy 2018-2027
- National Strategy on Domestic, Sexual and Gender-Based Violence
- National Sustainable Mobility Policy 2022-2030 and associated Action Plan 2022-2025
- National Swimming Strategy 2024-2027 (due to be published in mid-2024)
- National Traveller and Roma Inclusion Strategy 2017-2021 (to run until 2025)
- National Vacant Housing Reuse Strategy
- Nature and biodiversity - Library (europa.eu)
- Net Zero Industry Act
- OECD Skills Strategy Ireland: Assessment and Recommendations
- Open Data Strategy
- Our Living Islands – National Islands Policy 2023-2033
- Our Public Service 2020 (with particular reference to actions relating to Public Participation Networks and Local Community Development Committees)
- Our Rural Futures
- PEACEPLUS Operational Programme Overview document and Programme Manual (Border Counties)
- People, Place and Policy – Growing Tourism to 2025 and the associated Tourism Action Plans
- Policy on Property Acquisition and Disposal
- Policy Statement on Geothermal Energy for a Circular Economy
- Policy Statement on Mineral Exploration and Mining
- Programme for Government: Our Shared Future
- Policing, Security and Community Safety Act 2024
- Project Ireland 2040
- Protocols on Transfer and Sharing of Property Assets
- Public Sector Energy Efficiency Strategy
- Public Service Apprenticeship Plan 2023

- Public Service Agreement 2024 - 2026
- Public Service Data Strategy
- Public Transport Accessibility Retrofit Programme
- Renewable Electricity Policy and Development Framework (REPDF)
- Renewable Transport Fuel Policy 2023-2025
- Report on Inter Departmental Group on National Coastal Change Management
- River Basin Management Plan for Ireland 2018-2021 (New RBMP to be published in coming months).
- Road Safety Strategy 2021-2030
- Rural Development Policy 2020+ Next phase
- Sharing the Vision: A Mental Health Policy for Everyone 2020-2030 16
- SláinteCare | Right Care, Right Place Right Time
- Sráidainmneacha: Treoirlínte/Streetnames: Guidelines
- Strategic Emergency Management Framework 2017 (SEM)
- Strategy for the Future Development of National and Regional Greenways
- Strategy for World Heritage in Ireland 2024-2034 (public consultation ongoing)
- Statement on Petroleum Exploration and Production in Ireland
- Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland
- The Library is the Place: Information, Recreation, Inspiration National Public Library Strategy 2023-2027
- The National Language Strategy 2010-2030
- The National Oil Spill Contingency Plan
- The National Search and Rescue Plan
- Tourism Policy Framework (to be published)
- Town Centre First – A Policy Approach for Irish Towns.
- United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)
- Water Services Policy Statement 2024 - 2030
- Whole of Government Circular Economy Strategy 2022 – 2023
- Wind Energy Development Guidelines (WEDGS)
- Young Ireland: the National Policy Framework for Children and Young People 2023-2028
- Youth Homelessness Strategy 2023-2025

Regional

- Flood Risk Management Plans
- Regional Planning Guidelines 2010
- Regional Spatial & Economic Strategy (RSES) 2020
- Southern Regional Programmes 2021 - 2027
- Southern Region Waste Management Plan 2015 – 2021
- South-East Regional Enterprise Plan to 2020
- South East Action Plan for Jobs 2015 - 2017

- South East Homelessness Action Plan 2013 - 2016
- Strategy Plans of other Regional Bodies, e.g. HSE, Garda Síochána

Local

- Review of the Abbey Quarter Masterplan and Urban Design Code
- Kilkenny Age Friendly County Strategy 2017 – 2022
- Annual Budgets
- Anti-Social Behaviour Strategy 2020 – 2025
- Annual Winter Maintenance Plan
- Burial Ground Bye Laws
- Car Parking Bye Laws
- Castlecomer, Callan, Ferrybank/Belview & Thomastown Local Area Plans
- City & County Development Plans 2021 - 2027
- Climate Action Plan 2024 – 2029
- Community & Cultural Facilities Capital Scheme
- Control of Horses Bye Laws 2015
- County Kilkenny Road Safety Plan 2015 -2020
- County Kilkenny Speed Limit Bye Laws 2017
- County Kilkenny Waste Management Bye Laws 2018
- Kilkenny Culture & Creativity Strategy 2018-2022
- Development Contribution Scheme 2016 - 2017
- Differential Rent Scheme 2020
- Emergency Plan – Annual
- Environmental Education & Awareness Strategy 2021
- Estate Management Policy
- Fire & Emergency Operations Plan 2022 - 2026
- Hebron Road Urban Design Strategy October,'2017
- Homeless Services Policy Document and Own Front Door 2021
- Housing for All 2021
- Intoxicating Liquor Bye laws 2017
- Irish Language Scheme 2019 - 2022
- Local Community & Economic Plan 2023 - 2028
- Litter Management Plan 2021-2023
- Local Transport Plan (KLTP) for the City of Kilkenny and its environs
- Draft Masterplan for Loughmacask
- Draft Masterplan for HSE's Campus at St Canice's /Lacken Kilkenny
- Mobility Management Plans
- Naming & Commemorative Memorial Policy 2016
- Naming of Infrastructure and installations of Plaques Policy
- Noise Action Plan   2019-2023
- Pollinator Plan 2018
- Protocol Civic Honours
- Public Art Policy 2021
- Recommended Minimum Criteria Environmental Inspections (RMCEI)
- Road Safety Plan for County Kilkenny 2007 to 2012.

- Scheme of Letting Priorities 2020
- Small Business Vacant Premises Scheme
- Strategic Policy Committees Scheme 2024 - 2029
- Sustainable Energy Action Plan 2016 – 2020
- Tourism Statement of Strategy and Work Programme 2017 - 2022
- Traveller Accommodation Programme 2019 – 2024