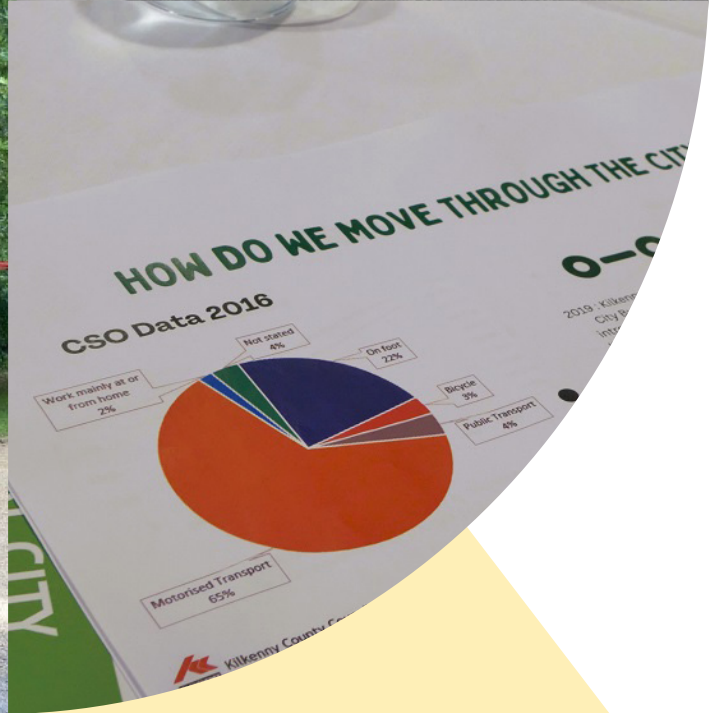


PLEAN SEACHADADH SEIRBHÍSE SERVICE DELIVERY PLAN 2023



**Adopted by Elected Members at Monthly Meeting
held on 16th January, 2023**

Note from Chief Executive

The Local Government Reform Act, 2014, established the requirement for each local authority to prepare an Annual Service Delivery Plan identifying the services that it proposes to deliver to the public in the year ahead. The purpose of this Plan is to provide a corporate document that highlights the services that will be provided by Kilkenny County Council across all Directorates in 2023. The Plan has been prepared based on the provisions of the adopted budget of Kilkenny County Council for 2023 and the assumptions made when the Budget for 2023 was adopted by Council of continued financial support from the Government to offset the rising energy costs and compensation arising from pay increases, following acceptance of the National Pay Agreement.

County Kilkenny is situated in the South East of Ireland with a population of 103,685 (2022). The County has an area of 2,062 square kilometres (206,200 hectares). The main urban centre is Kilkenny City and Environs. The next largest towns in County Kilkenny are the Ferrybank area, adjacent to Waterford City, and the district towns of Callan, Castlecomer, Graiguenamanagh and Thomastown. Kilkenny is a medieval city and is known internationally as a centre for craft and design. Kilkenny boasts a strong indigenous industry in sectors such as financial services, food and drink as well as the craft sector. Tourism, agriculture food processing, financial services, light engineering, animation, arts and design are the main industries in the County.

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

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

The Corporate Plan takes account of a series of cross-cutting themes permeating the Council. It also reflects a range of cross-departmental issues. As a strategic framework, the Corporate Plan will steer the preparation and implementation of Service Delivery Plans by each service area. The Service Delivery Plans detail how each Directorate Areas will deliver on the objectives contained in the Corporate Plan and identifies the work programmes for each Directorate for 2023.

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

In 2022, Covid 19 continued to impact on the delivery of our services and also the economy of the County. With the onset of war in Ukraine, energy costs have arisen during 2022 and will continue to impact on our Budgets. Inflation has also risen and we will have to carefully monitor our budgets during 2023, while still continuing to deliver much needed services to our communities.

I want to acknowledge the commitment of our staff during 2022 to delivering services in very challenging circumstances and I know that commitment will continue in 2023 to enable us to deliver for our communities.

Finally, I want to thank you the Elected Members for your support during 2022 and in particular for the adoption of the Budget for 2023, which included an increase in ARV and also for maintaining the same level of Local Property Tax. You have continued to be flexible in carrying out your role as Elected Members in these challenging times as we all worked to keep our communities safe and welcomed displaced Ukrainians into our communities.



Sean McKeown
Acting Chief Executive
Kilkenny County Council

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RÉAMHRÁ - INTRODUCTION

Mission & Values

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

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

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

The Council subscribes to the following core values and principles:

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

The Service Delivery Plan is based on the Core Objectives & Supporting Strategies, as set out in the Corporate Plan. It outlines in detail the key actions in each of the service areas proposed to be undertaken in 2023. It also identifies the performance standards for the services.

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

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

In addition, for the year 2023 our Service Plan will require us:

- to retain flexibility to respond to the impacts of COVID or any Pandemic,
- to support blended ways of working in the delivery of services,
- to optimise use of best technology to access online services,
- to support the delivery of new or changed national and local programmes and
- to retain flexibility to enable us to adapt in response to financial constraints that may arise in 2023 particularly with inflation and rising energy costs.

The Service Delivery Plans in this document provides much detail on services/actions to be delivered in 2023, however it is important to set out the strategic priorities for Kilkenny County Council for the coming year.

Abbey Quarter (AQ): We will progress delivery of Phase 2 of the regeneration of the AQ, with the commencement of the Urban Park and Street, thereby opening up access to the new development plots on the site. We will progress plans through the Partnership for the first new building on the AQ site at the rear of the Brewhouse – the project is currently in the planning stage with a planning decision due in Q1 2023. The review of the Masterplan will be completed in 2023, having regard to the changing environment and learnings to date.

Active Travel: We will progress projects currently funded. Kilkenny County Council has been funded by the NTA under the Active Travel Programme for all Local Authorities for four staff to develop and implement projects throughout the City and County, ranging from larger projects like the One-Way System in Callan, Cycling routes in Kilkenny City to pedestrian crossings, improvement to lane way connectivity and lighting. Such projects will not only lead to safety improvements, but also to healthier lifestyles and repurposed city centre and towns and villages that will give a higher priority to communities and revitalise our streets.

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

Climate Change: This is a challenge for all sectors of society and we will continue our work in this area with particular focus on modal shift. We expect to commence a significant project to complete the retrofitting of our public lights in the City and the County in 2023. We will continue to deliver on the actions contained in the Climate Change Adaptation Strategy 2019-2024 and the Sub-Actions for 2023 through the Climate Action Steering Group, as well as commence preparation of the new Climate Action Plan that will detail how we will reduce the carbon emissions associated with the delivery of our services by at least 7 per cent per annum and by 51% by 2030.

Public Lighting: We have commenced the National Public Lighting Energy Efficiency Project (PLEEP) to retrofit the balance of the lighting stock through this Project. The contract for the award of the contract was made in Q2 of 2022. Survey and design commenced in Q 4 2022. Installation of the new lanterns is expected to commence in Q2 2023.

Flood Schemes: In partnership with OPW we will progress the 6 schemes identified in the CFRAMs Studies. In 2022, two major Flood Relief Capital Projects in Graiguenamanagh and Ballyhale advanced through the Design Stage of the schemes. Both schemes will advance to Stage 2 in 2023 - Planning Phase. These schemes will provide a standard of protection to approximately 92 properties and will have a significant social and economic benefit to the effected communities of both Graiguenamanagh and Ballyhale. We will to continue to seek approval for funding to commence planning for schemes in Thomastown, Inistioge, Freshford & Piltown.

Funding: The next few years will be challenging as the full impact of rising costs affect our Budgets and our income streams may also be impacted. It is important that we plan for additional spend which will impact on the Council's Revenue Budget. Equally, we need to plan for the provision of funds for our Capital Projects.

Housing: Kilkenny County Council has prepared a Housing Delivery Action Plan for the period 2022-2026 setting out how social and affordable homes will be delivered to meet the targets for Kilkenny under the Housing For All Plan. 140 social units have been delivered in 2022. Our target is to provide a further 149 units in 2023.

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

Libraries: We will complete the construction of the new City Library in the Mayfair Building, with construction handover in May 2023 and fitout/relocation/ICT systems/health and safety systems to be implemented thereafter for opening during Q3 2023. We will also progress an initial assessment of the Carnegie building in terms of structural and conservation works required as well as a preliminary design and cost estimate for its use as a public facing local studies service and administrative library headquarters

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

The Kilkenny City & County Development Plan 2021 – 2027 (CDP) incorporates a vision for the City and County that aligns with the National Planning Framework and the Regional Spatial and Economic Strategy. The objective of these national regional and local planning documents is to develop Kilkenny as a self-sustaining regional economic driver with a planned population growth of more than 30% by 2040. The Council will continue to work with Waterford City & County Council to implement the Metropolitan Area Strategic Plan (MASP) and bid for capital funding for infrastructure and public realm projects under the Urban Regeneration and Development Fund (URDF). We will also complete a review of the Masterplan and Design code for the Abbey Quarter. Planning exercises will be completed for Urlingford, Kilmacow, Paulstown and Ballyragget.

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

South East Greenway: We will continue to progress work on the 24km South East Greenway, to link New Ross to Waterford City, with a view to opening the fully completed scheme in 2025. To date, two separate sections of the greenway are substantially completed, a 1.2km section in Ferrybank and an 8km section from New Ross to Glenmore. The option to open sections of the greenway as they are completed will be explored, in this regard, the main focus for 2023 will be the opening of the section from New Ross to Glenmore in early Quarter 2. We will continue to work with the Greenway Project Office to support the local communities to prepare for the opportunities that the Greenway will present. We will progress to planning stage proposals to provide connectivity from the Greenway to both Glenmore and Slieverue. Works will also progress to determine the feasibility and optimum route selection to develop a Link between the South East Greenway and Woodstock Estate in Inistioge.

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

Third Level Education: It is important that Kilkenny continues to actively engage with the South East Technology University (SETU) to achieve the objective of having a campus in Kilkenny City. The Council submitted a Business Case for consideration by SETU in 2022 that sets out how this objective can be achieved..

Tourism: We will support Government schemes as required to support businesses in partnership with all stakeholders & Fáilte Ireland. We will also continue to support Kilkenny Tourism to promote the City and County as an attractive visitor destination.

Town Centre First: We will work with stakeholders to deliver Government Policy on Town Centre First including the employment of a Town Regeneration Officer.

Western Environs: Roads & Services infrastructure in the Breaghagh Valley to facilitate residential development of scale and education facilities - two post primary and one primary school were completed in 2021. This is a significant investment by the Council in future proofing the City for compact growth in keeping with the “10 Minute City” concept adopted by the Council. The completion of the roads has led to the commencement of much needed housing development in the City. In parallel with the housing development, Irish Water commenced upgrade works on the Troyswood Water Treatment Plant in 2022 which will ensure sufficient water capacity for the City up to 2060.

Our strategic priorities are underpinned by our supporting strategies contained in our adopted Corporate Plan 2019 - 2024. Therefore, the delivery of the key actions identified in each Service Area Plans for 2023 may be affected from the impacts of rising costs, inflation and any adverse circumstances.

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

Director of Services: Mr. Tim Butler



CORPARÁIDEACH - CORPORATE

Core Objectives


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

Supporting Strategies

The Supporting Strategies provide that the Council will ensure that a clear recognition and understanding of the policy and representational roles of the elected representatives permeates the Council, that democratic structures of the Council are facilitated and supported, the further development of shared services, and that the appropriate structures and systems are in place as resources permit, to deliver timely and quality services to the people of the County across the full range of services.

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

- Provide ongoing advice & guidance by the Chief Executive and staff to Elected Members in relation to the strategic direction of the Council in the exercise of their reserved functions in support of the policy making role of the Elected Members and in the delivery of day to day services.
- Organise and provide support/advise to all statutory Meetings of the Council including Municipal Districts, Strategic Policy Committees, Joint Policing Committee and other meetings of the Council/Committees as required
- Provide the Chief Executive's report to Members on a monthly basis on information and reports on key Council activities.
- Provide ongoing administrative support to the Cathaoirleach/Mayor/Chair of Municipal Districts in his/her role.
- Provide administrative support to the Elected Members with regards to Members' Training and Development. Provide training to Elected Members & Staff on Corporate Governance.
- Ensure preparation and adoption of a Schedule of Municipal Works by each Municipal District by the 31st March 2023.
- Oversee the organisation of 3 Civic Festivals - St Patrick's Festival, Kilkenny Day & Yulefest.
- Organise other Civic Events as required by the Council.
- Coordinate the preparation and ensure that the Council's Risk Register is reviewed by January 2023 and updated as required.
- Prepare and adopt the Service Delivery Plan for 2023 by February 2023.
- Prepare and adopt the Annual Report for 2022 by April 2023.
- Implement the new Online rolling Register of Electors and populate database with the required data in accordance with the National Guidance.

- 
- Upgrade the Customer Service Desk in County Hall and commence development of an IT based Customer Service Management System.
 - Ensure Council's website is updated with relevant information and ensure website is accessible to all users.
 - Implement objectives contained in the Communications Strategy. Co-ordinate the work of the designated Communications Sub-Group.
 - Ensure Press Releases are issued in a timely manner.
 - Prepare and circulate countwide the Council's Annual Newsletter 'Kilkenny Connects'.
 - Co-ordinate the submission of data to LGMA to facilitate publication of 2022 Performance Indicators.
 - Ensure Council is compliant with Data Protection Legislation. Identify an on-line training solution for staff to ensure the organisation is complying with GDPR.
 - Ensure responses to Customer Complaints, FOI Requests and Data Requests are responded to within a timely manner.
 - Comply with the Irish Language legislation and encourage the use of Irish throughout the organisation. Ensure responses are issued to any complaints received re use of Irish.
 - Support Audit Committee in their work.
 - Implement programme of work as set out in the approved Internal Audit Plan.
 - Complete Ethics Register and collate Members Declarations.
 - Ensure all Service Departments comply with all Branding Guidelines across all platforms.

Performance Standards

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

SLÁINTE & SÁBHÁILTEACHT - HEALTH & SAFETY

Core Objective

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

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

- Ensure the Health and Safety programme and inspection programme as set out by the Safety Management Committee are implemented.
- Ensure staff are consulted on health, safety and wellbeing through departmental meetings and the various committees.
- Implement a Training & Development Programme for Health, Safety & wellbeing to include the extension of the H&S Induction/ annual awareness programme.
- Implementation and rollout of electronic system for annual Corporate Health & Safety Induction.
- Develop a culture of health, safety & wellbeing being an integral part of all services.
- Maintain Incident Management Programme.
- Ensure Safety Statements as set out in the approved H&S programme are developed/ reviewed and implemented as required.
- Embed electronic system for undertaking SSWPs, Vehicle Checks, Temporary Traffic Management and Safety Inspections across high risk areas.
- Implement Inspection Management System & PAT testing for all work equipment.
- Continue with work station analysis programme to include working from home arrangements.
- Review Occupational Health Policy and undertake Risk Assessments.
- Update COVID Safety Management System on a continual basis.
- Review, update and implement Policies & Procedures in the following areas:
 - Temporary Traffic Management
 - Emergency Callouts
 - Driving
 - Violence & Aggression.
- Organise promotional activities and issue regular newsletters.

Performance Standards

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

ACMHAINNI DUINE - HUMAN RESOURCES

Core Objectives

The Core Objectives are:

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

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

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

- Assess requirements of staff and Line Managers and implement a Training & Development Programme to meet organisational and staff needs. Provide Line Managers with information to allow them to identify the skills gap within their team through the provision of staff training history and information on potential courses.
- Facilitate a “self-service” staff registration of training and skills to increase our understanding of staff and needs.
- Implement the Council’s Staff Performance Management & Development System in alignment with the national upgrade to CoreHR Management Information System.
- Implement the Council's Human Resource Policies. Implement a new structured programme of Policy Communication to staff.
- Implement the Council’s Attendance Management Policies with particular recognition to the Covid 19 impact. Human Resources will continue to support and assist Line Managers in managing absenteeism with increased use of Occupational Health to inform case management.
- Ongoing Implementation of Shared Payroll and Superannuation Service (My Pay).
- Develop capacity for the optimal use of the PeopleXD Management Information System.
- Develop a strong data analytics capacity and capability to produce targeted, analytical human resource reports to support evidenced based data driven senior management team oversight and policy development.
- Continue to utilise best practice and the appropriate industrial relations mechanisms including third parties to resolve workplace issues. Maintain positive engagement with staff representatives and industrial peace.
- Continue to implement the Local Authority People Strategy of 2018 goals as follows:
 - Promote the career opportunities and the potential for development and progression offered by working in local government.
 - Build a culture of management and leadership competencies to best meet the changing needs of an agile organisation.
 - Develop a health and wellness framework that incorporates staff welfare, proactive health awareness campaigns and resilience programmes.
 - Identify skills and competency requirements to deliver on existing and future service needs.

Performance Standards

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

Corporate (C1 to C2)

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

C2: Working Days lost to Sickness

BAINISTÍOCHT RIOSCA - RISK MANAGEMENT

Core Objective

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

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

- Prepare and complete the Internal Audit Plan 2023.
- Assist & facilitate the Local Government Auditor.
- Coordinate Internal Audit Plan with Local Government Auditor in their work.
- Coordinate and disclose period system checks with Local Government Auditor.
- Address appropriately any issues raised in the Local Government Audit.
- Maintain and update Audit Recommendations Tracker.
- Facilitate four meetings of the Audit Committee in 2023.
- Carry out an in depth examination of sample of Capital and Revenue Projects for the Quality Assurance Report of the Public Spending Code.
- Ensure the Organisation is protected as appropriate against relevant risks.
- Implement the recommendations of Value for Money Reports/Studies undertaken in the Local Government Sector.
- Implement the recommendations of NOAC reports undertaken in the Local Government Sector.

Performance Standards

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

IOMPAR & COSC AR THUILTE RIOSCA TRANSPORTATION & FLOOD PREVENTION

Core Objective

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

Supporting Strategies

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

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

- Health & Safety – undertake a Schedule of Inspections around the City and County as detailed in the Health & Safety Inspection Plan.
- Undertake Restoration, Improvement/Restoration and Maintenance/Discretionary works under 2023 Roadworks Scheme.
- Continue to progress and design Active Travel Schemes around the City and County.
- Undertake Maintenance and Drainage /Climate Adaptation Programmes as provided in the 2023 Roadworks Scheme.
- Undertake works identified under Low Cost Safety Schemes.
- Implement the Community Involvement in Road Works Scheme.
- Implement the Local Improvement in Road Works Scheme.
- Complete works prescribed under the Bridge Rehabilitation Programme for Non-National roads.
- Deliver the Winter Maintenance Plan.
- Respond to emergencies as they arise in accordance with the Severe Weather Plan, Flood Response Plan and Major Emergency Plan.
- In conjunction with TII to progress through Phase 6, Construction and Implementation for the N24 Tower Road Junction Road Improvement Scheme. Contractor appointed and construction phase commencing in January 2023 with a 12-month time period proposed.
- Subject to TII approval, progress to Phase 6, Construction & Implementation for the N77 Ballyragget to Ballynaslee Improvement Scheme. (177AE Planning Approval secured from An Bord Pleanála and CPO confirmation made by Kilkenny County Council during 2021).
- Subject to An Bord Pleanála and TII approval, progress to Phase 5, Enabling and Procurement for the N24 Carrick Road Improvement Realignment Project. (Applications submitted for both the Compulsory Purchase Order approval and 177AE Planning approval to An Bord Pleanála during November 2022. The decisions on both application are expected by Q3 2023)



- Progress through Phase 2, Option Selection for the N24 Waterford to Cahir Major Scheme.
- Progress HD15 and HD17 Schemes on the National Road Network.
- Progress Fencing Retrofit Programme on the National Road Network.
- Progress Vehicle Restraint Systems Programme on the National Road Network.
- Complete the N10 Danesfort Pavement Scheme (*Construction*).
- Complete the N77 Suttonsrath Pavement Scheme (*Construction*).
- Progress the N76 Callan By-Pass Pavement Scheme (*Design and Tender Documents*).
- Progress the N76 Reviewfields Pavement Scheme (*Kilkenny Ring Road*) (*Design and Tender Documents*).
- Progress the N77 Georges Tree Pavement Scheme (*Design and Tender Documents*).
- Progress the TII Multi-Annual Pavement Scheme Programme.
- Continue conveyance for M8/M9 Motorway Schemes.
- Undertake Visual Road Condition Survey via MapRoad PMS.
- Undertake Mechanical Road Condition Survey of a selected percentage of the Regional and Local Road Network, including before and after surveys of works completed under the Road Restoration Improvement Programme.
- Continue to up-date Road Schedule for County.
- Maintain and improve approximately 11,500 public lights within the City and County.
- Kilkenny Northern Ring Road Extension - Liaise with the Department of Tourism, Transport, and Sport in relation to SAR (Strategic Assessment Report) to ensure continued progress on the planning and design for the scheme
- Loughmacask Link Road (Kilmanagh Road to Freshford Road) – Procure Consultants and progress options in 2023
- Progress strategy for connection from Kilmanagh Road to Freshford Road [City & County Development Plan 2021-2027).
- URDF
 - * Progress Design & Planning for the South-North Link Road Ferrybank between Belmont Road and Abbey Rd during 2023.
 - * N29 Port Road – Procure Consultants and prepare for a planning application during 2023.

Flood Prevention

In partnership with OPW, progress the Flood Risk Management Plans - Manage and progress the 6 no schemes identified in Kilkenny by the OPW under the CFRAMS report. The following schemes are identified - Ballyhale, Freshford, Inistioge, Graignamanagh, Thomastown and Piltown.

Kilkenny City

- Complete the Road Works Programme for 2023 for Kilkenny City to both maintain and enhance public infrastructure.
- Progress Active Travel Projects across the City and Environs.
- Manage Sustainable Urban Mobility Plan for Kilkenny City to facilitate sustainable urban mobility that will cater for the needs of local residents, businesses and visitors into the future.
- Progress the Kilkenny City Enhancement Projects under the URDF Programme to include:
 - * Complete Ormonde Street works.
 - * Vicar Street - A one-way inbound traffic flow system will be provided to facilitate widening of footpaths and a contra-flow cycle lane.
 - * Feature Lighting on Historic Buildings.
 - * Off-Street Connectivity - Provision of improved pedestrian and cycling infrastructure to link the Eastern Environs to the City centre via Lady Desart Bridge.
 - * Provide City Demarcation & Gateways at the entrances to the City to act as a transition zones to drivers so that they reduce speed and pay greater attention to the needs of vulnerable road users.
 - * Progress plans to improved Public Realm Enhancement of St. Mary's Lane, St. Kieran's Street, Market Yard, Watergate, Barrack Lane and the area around Carnegie Library.

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- Maintain and operate public car parks, street parking areas and traffic management throughout the City.
 - Street sweeping, litter picking and other programmes to ensure Kilkenny maintains its high standard in city cleansing.
 - Continue programme of maintenance of amenities and open spaces by the Parks Department including additions to the public realm such as the Abbey Quarter, Riverside Park and Breagh Valley.
 - Continued programme of planting by the Nursery Section to enhance the amenity offering in Kilkenny City.
 - Continue assistance to Civic Festivals and other events within the City.
- 

Performance Standards

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

Roads (R1-R2) as follows:

R1: Pavement Surface Condition Index (PSCI) Ratings

R2: Road Works

SEIRBHÍŚÍ UISCE RIOSCA - WATER SERVICES

Core Objective

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

Annual Service Plan with Irish Water

- Implement the Annual Service Plan as agreed with Irish Water.
- Engage with Irish Water to ensure resolutions to water shortages\plant faults on specific schemes in the County.
- Engage with Irish Water in relation to capital projects necessary to ensure:
 - * adequate water services to meet the growing demands of the County
 - * meet a number of key performance indicators (*these are joint KPIs between Irish Water and Kilkenny County Council*) as set out in the Annual Service Plan.
 - * Work with Irish Water, Department of Housing, Local Government and Heritage and Staff in the implementation of the Water Transformation Programme.

Rural Water Programme

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

Public Conveniences

- Continue to maintain public conveniences around the County.

Performance Standards

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

Water (W1) as follows:

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

W2: % of Registered Schemes monitored

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

Head of Finance: Mr. Martin Prendiville



ABBEY QUARTER

Core Objective

The Core Objective is the redevelopment of the former Smithwick's Brewery Site which will include a mixed use development with significant areas of high quality public realm.

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

Ongoing Projects:

- Complete Mayfair Library in Summer 2023.
- Complete Horse Barrack Lane (to junction at Irishtown) with the Mayfair Library in Summer 2023.
- Appoint Operator for the renovated tea houses in Spring 2023.
- Commence construction on the development of the Urban Street and Park in the Abbey Quarter with a view to being completed by the end of 2024.
- Advance through Planning to construction in 2023 the renovation the former Squash Court for Cultural use.
- Work with Planning to complete the review of the Abbey Quarter Masterplan and Design Code.
- Advance the development of the new Boardwalk between Greens Bridge and Bishops Meadows to planning.
- Provide support to KAQD to advance proposals for the development of the first new building on the Abbey Quarter site (currently in planning stage).
- Provide support to KAQD to advance proposals for the development of other new buildings on the Abbey Quarter site including the provision of residential units on the site.

Performance Standards

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

LEATHANBHANDA - BROADBAND

Core Objective

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

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

- Facilitate commercial Broadband and Mobile operators with appropriate development strategies to maximise benefits and use for Kilkenny County Council and Kilkenny County.
- Work closely with the selected National Broadband Plan company NBI to maximise the broadband potential for County Kilkenny.
- Continue to work with community groups regarding the Broadband Connection Points.
- Assist where possible with the rollout of broadband initiatives in line with the Government's National Broadband Plan.
- Complete a Digital Strategy for Kilkenny.
- Identify opportunities for expanding the MAN coverage via new infrastructure projects.
- Maximise the use of the Kilkenny MANs for Kilkenny County Council.

Performance Standards

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

BAINISTÍOCHT AIRGEADAIS & MÓTARCHÁIN FINANCIAL MANAGEMENT & MOTOR TAXATION

Core Objective

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

Supporting Strategies

The Supporting Strategies are as follows:

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

- Monthly management reports to be provided to all Department Managers / Directors of Services detailing actual Expenditure / Income against budget for both the Revenue and Capital Accounts.
- Regular meetings to be held with Managers / Directors to review performance against budgets.
- Daily/Weekly monitoring of cash balances to ensure optimum use of the cash/overdraft facilities.
- Implement national Rates Waivers Schemes.
- Complete the 2022 Annual Financial Statement for presentation to Elected Members within the statutory deadlines.
- Complete Budget 2024 within the statutory deadlines.
- Raise additional income to meet the increasing demands on expenditure incurred in the provision of the day to day services.
- Prepare three-year Capital Programme for the period 2023-2025.
- Arrange financing facility for the agreed Capital Programme.
- Issue all customer communications and respond to customer queries promptly.
- Monthly reporting on debt collection performance.
- Management of all Council assets and facilities.
- Provide regular updates to the Elected Members and the public on new legislation.
- Ensure that the implementation of Blended Working has positive impact on the delivery of services.
- Ensure staff are adequately trained to carry out their duties in a professional and efficient manner.

Performance Standards

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

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

M1: 5 Year Summary of Revenue Account balance

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

M3: Public Liability Claims

M4: Overheads

R3: % of Motor Tax transactions conducted on line

TEICNEOLAÍOCHT FAISNÉISE - INFORMATION TECHNOLOGY

Core Objective

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

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

- Continue to provide remote working facilities to staff to facilitate blended working.
- Connect new service locations in Kilkenny City.
- Maintain security of the network and data.
- Upgrade Network connections to key sites outside the City.
- Continue to upgrade servers and PCs to latest software.
- Continue the rollout of Customer Relations Management product.
- Support the National Broadband Plan through the Broadband Officer.
- Complete Upgrade of Online Payment System.
- Implement the new managed print service.
- Continue preparation for the new national housing management information system.
- Implement Choice Based Letting System for Housing.

Performance Standards

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

Corporate C3 & C4 as follows:

C3: LA website and social media usage

C4: Overall cost of ICT provision per WTE

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

SOLÁTHAR - PROCUREMENT

Core Objective

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

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

- Ensure that tenders as advertised on the eTenders website and OJEU (European Journal) as appropriate are completed successfully by Service Areas.
- Ensure that Kilkenny County Council participate in relevant SupplyGov.ie Frameworks and that mini competitions are conducted in compliance with their rules.
- Ensure that Kilkenny County Council participate in relevant Office of Government Procurement (OGP) Frameworks.
- Achieve further savings (where possible) in all areas.
- Provide advice and support to all staff involved in procurement/tendering etc.
- Review and update the Procurement Procedures Manual.
- Review the Corporate Procurement Plan.
- Promote the use of Environmental and Social Considerations in Public Procurement where possible across the organisation.
- Facilitate training of staff to broaden their knowledge of Procurement with particular emphasis on utilising National Frameworks.
- Ensure a seamless transition from the current E Tenders platform to the new platform to be introduced in Q2 of 2023 including any necessary training.
- Examine the introduction of Quickquotes within the Organisation.

Performance Standards

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

**DIRECTORATE OF HOUSING, LIBRARY,
ARTS, HERITAGE & FIRE SERVICES**

Director of Services: Mary Mulholland.



EALAÍON - ARTS

Core Objective

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

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

Literature Programme

Promoting and enabling access, participation and engagement including:

- Poetry Broadsheet: An annual poetry publication including a partnership event as part of Kilkenny Arts Festival.
- Continuing professional development for beginner and emerging writers including courses, workshops and mentoring across genres.
- Community initiatives.
- Promoting and highlighting successes of local writers.

Practitioner Professional Development

Support the following initiatives in partnership with other Local Authorities:

- **ArtLinks** - Professional development opportunities for emerging and professional artists in all disciplines. Partnership with Carlow, Wexford, Waterford Local Authorities.
- **ArtLinks Bursary Programme** for professional and emerging artists and artistic collaborations.
- **Platform 31** - nationwide artist development scheme offering the opportunity for artists to develop their practice in partnership with thirty other local authorities and the Arts Council of Ireland.
- **Place-based Collaborative Practices** - Create a platform for sharing and learning in the field of place-based collaborative arts practice. Lead Authority is Carlow County Council.

Visual Arts

- **Emerging Curator Development Programme:** Enable an emerging curator to gain experience and professional development in curating and managing exhibitions and projects for Kilkenny City and County.
- Visual Artists Mentoring and CPD.

Music Programme

- **Continuing Professional Development:-** Develop and support a local music plan in partnership with First Music Contact (FMC) and the Local Authorities of Carlow, Waterford and Wexford and deliver CPD programmes to support Kilkenny musicians.
- **Music Generation:** Support Kilkenny Music Generation Programme in partnership with Kilkenny/Carlow ETB.

Community / Education / Life Long Learning

- Continue to research and design high quality community and education programmes to suit diverse sectors of the community.
- A school's arts bursary will be administered to support the creativity and wellbeing of young people.
- Develop a programme for Annual Culture Night to celebrate all types of the Arts.
- Deliver high quality arts engagement for women in Kilkenny and support the next phase of the development of Open Circle Community Arts Programme.
- Administer and support "BOOKVILLE" Festival for families and children in partnership with the Library Service.
- Provide support and advice to practitioners and communities.

Young People

- **Youth Arts Network:** Develop a Strategy for Youth Arts organisations, groups and for young people who want to participate in the arts in partnership with the Councils of Waterford, Wexford and Carlow and other regional/national partners. Develop an effective network organisation for Youth Arts. Research and develop a series of cross region platforms as well as programmes and events.
- **Youth Residency:** Support Artist in Residence programme in partnership with youth services.
- **Schools:** Support Art Teachers across the County to implement the "Arts in Junior Cycle" initiative.

Artists Grants & Bursaries

Administer the following grants and bursaries:

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

Creative Ireland

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

Per Cent for Art

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

Other

- Provide advice and support to groups and individuals.
- Input to Arts planning and relevant policy initiatives.
- Support the development of the former Squash Courts and the Maturation Vats on the Abbey Quarter site.

Performance Standards

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

LEANAÍ & DAOINE ÓGA - CHILDREN & YOUNG PEOPLE

Core Objective

In line with the National Children's Strategy 2000, 'Better Outcomes, Brighter Futures' the National Policy Framework for Children and Young People 2014-2020, the National Strategy on Children and Young People participation in decision making 2015-2020, the objective is to make Kilkenny a great place in which to grow up, where the rights of all children and young people are respected, protected and fulfilled, where their voices are heard and where they are supported to realise their maximum potential.

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

- Operate a strong and active Comhairle na nÓg structure in Kilkenny throughout 2023, focusing on schools who have not participated previously and young people from lesser heard communities.
- Coordinate and support the Kilkenny Comhairle na nÓg Steering Committee.
- Develop two topics of concern to young people in Kilkenny with Comhairle na nÓg and implement appropriate actions as necessary.
- Facilitate and support the operation of the DRUM Youth Café at MacDonagh Junction for 12 – 18 year olds.
- Facilitate the operation of a Youth Café in the former Courthouse Castlecomer staffed by youth development workers.
- Support the Children and Young Persons Services Committee (CYPSC) in the delivery of its Strategic Plan through implementation of the Actions to improve service delivery for children and young people based on 5 outcomes:
 - active and healthy physical and mental wellbeing,
 - achieving full potential in all areas of learning and development,
 - safe and protected from harm,
 - economic security and opportunity, and
 - connected, respected and contributing to their world.
- Support the CYPSC funding streams including seed fund projects and Healthy Ireland funding.
- Support Ossory Youth in the delivery of programmes to young people in the County.
- Provide support to Young Social Innovators through running of the civic engagement programme in the County and the social innovations young people are pursuing
- Facilitate the provision of events for children and young people for National Play Day, National Recreation Week and Bike Week.
- Access funding for recreation infrastructure targeted at children and young people under the Capital Play & Recreation funding stream.

Performance Standards

Youth/Community (Y1) as follows:

Y1: Participation in Comhairle na nÓg Scheme

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

COSAINT SHIBHIALTAÓGA - CIVIL DEFENCE

Core Objective

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

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

- Increase the number of volunteers by 20% to maintain a core group of trained volunteers.
- Maintain standards of readiness to respond in an emergency by ensuring a comprehensive training plan is in place.
- Identify a suitable location and funding solution for the provision of permanent Civil Defence facilities in Kilkenny City.
- Develop proposals for a permanent Civil Defence facility in Kilkenny City.
- Up skill the existing volunteers in line with National practices and standards.
- Continue to risk assess all core activities and ensure health and safety policies and procedures are in place.
- Strengthen the capacity of the boat unit to respond to emergencies and calls for assistance from the Principal Response Agencies (PRAs).
- Increase the capacity of the Swiftwater unit to respond to emergencies, flooding and calls for assistance from the PRAs.
- Maintain the capacity of the casualty unit through upskilling existing volunteer to the highest standard.
- Expand the casualty service to include new skill sets in line with changing demands on the service.
- Procure and maintain equipment to aid the appropriate response to an emergency.
- Support the continued development of the resilience desk to assist with other voluntary services during severe weather events.
- Maintain relationships with principle response agencies and the Major Emergency Management Team.
- Part-take in training and meetings as part of the Crisis Management Team within the Local Authority.
- Collaborate and undertake training exercises with PRAs and other volunteer response agencies in readiness for emergency response.
- Work collaboratively with other voluntary services to offer training in the community.
- Respond to requests for support from the PRAs during periods of severe weather, land and water searches for missing persons, flooding and during major emergencies.
- Provide casualty response and river safety boat cover for Local Authority, Community and Sporting events across the County of Kilkenny.
- Develop and implement online systems within the unit to reduce our carbon footprint.

Performance Standards

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

POBAIL & CULTÚR - COMMUNITY & CULTURE

Core Objective

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

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

- Finalise the next LECP the period 2023-2028 in line with Department of Rural and Community Development Guidelines.
- Support the LCDC and its Sub Groups with regards to preparation of the first 2-year Implementation Plan under the new LECP 2023-2028.
- Maintain and manage the oversight and monitoring of the Social Inclusion and Community Activation Programme (SICAP).
- Maintain and manage the oversight and monitoring of SICAP – Ukraine Response.
- Implement Community Development funding programmes including SICAP, Community Enhancement Programme, Healthy Ireland Fund, annual direct funding contributions and small-scale financial support for social inclusion events.
- Support the roll-out of the Local Authority Period Poverty Initiative for the provision of free period products as supported by the Department of Health.
- Support the recruitment of a Healthy Communities Coordinator under the new Slaintecare Healthy Community Programme.
- Support Kilkenny's One-Parent families development worker in the implementation of the Voice and Visibility Action Plan for One-Parent families in Kilkenny.
- Provide ongoing support to the Public Participation Network.
- Support the Kilkenny Traveller Interagency Group and the Kilkenny Traveller Community Movement to address locally identified needs and concerns and put in place responses where gaps in services currently exist.
- Support the development of appropriate structures and mechanisms to implement actions in the Kilkenny Migrant Integration Plan 2021-2023.
- Support the Intercultural Forum in partnership with County Kilkenny LEADER Partnership, the Public Participation Network and local ethnic minority and cultural groups.
- Support a Development Worker to engage with and support ethnic minority and cultural groups to strengthen local structures as part of the LGMA funding stream.
- Publish a Community Grants Booklet and further develop the online One Stop Shop for Funding portal on the Kilkenny County Council Website.
- Progress Rural Regeneration Development Fund (RRDF) projects in Callan, Thomastown and Piltown.

- Develop a RRDF/Town & Village Renewal One Stop Shop on the Kilkenny County Council Website.
- Develop RRDF project applications.
- Deliver Town & Village Renewal 2021 and 2022 projects and develop new projects for 2023 applications.
- Deliver projects approved under CLÁR 2022.
- Develop applications for projects under CLÁR 2023.
- Deliver Capital Facilities Grant Scheme 2023.
- Deliver Masterplan for Urlingford Town Centre.
- Support the development of Masterplans for Kilmacow, Ballyragget & Paulstown.
- Support Town Teams in the implementation of the Town Plans.
- Support the Kilkenny Age Friendly Alliance and the Kilkenny Older People's Council.
- Develop the next 5-year Kilkenny Age Friendly Strategy.
- Deliver Age Friendly Programme 2023.
- Co-ordinate the Pride of Place Programme in County Kilkenny.
- Support the Kilkenny Recreation & Sports Partnership.
- Develop Kilkenny County Council's Disability Strategy.
- Support Estate Enhancement Programmes.
- Further develop online Community Information Interactive Documents.
- Deliver the Streetscape Paint Scheme for eligible premises in 2023.
- Support Climate Change Adaptation Plan.
- Implement Creative Ireland Programme for 2023.

Performance Standards

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

Youth/Community (Y2) as follows:

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

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

Core Objective



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

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

- Respond to fire and other non-fire emergencies – 24 hours a day 365 days a year.
- Implement Fire and Emergency Operations Plan 2022-2026.
- Deliver the construction of a new Fire Station for Urlingford Fire Brigade.
- Purchase a site for a new Fire Station for Kilkenny City.
- Appoint Design Consultants to plan for a new Fire Station for Kilkenny City.
- Implement a programme of community engagement measures including a Primary Schools Programme, a Road Safety Programme, Home fire safety visits, Fire Station Visits and Open Days and lunch time seminars for the construction sector and Council Technical staff.
- Process Fire Safety Certificate applications and hold Fire Safety Clinics.
- Secure implementation of Fire Service Management System.
- Work with Waterford City and County Council to deliver a framework for the delivery of fire service requirements in South Kilkenny.
- Implement Kilkenny Fire & Rescue Service Fire Safety Plan 2021-2026.
- Assess Licensing applications under Intoxicating Liquor, Dangerous Substances legislation.
- Review of buildings under the Fire Services Acts.
- Review Major Emergency Management Plan.
- Review and test GrassLand Fertilisers in conjunction with AGS and NAS under Seveso Regulations.
- Review and implement Flood Emergency Response and Severe Weather Plans.
- Develop Pre-Incident Plans.
- Monitor all Fire Brigade response and attendance times.
- Review of Safety Statements.
- Implement Kilkenny Fire & Rescue Service Safety Management Plan 2023.

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

Performance Standards

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

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

F1: Cost per Capita of the Fire Service

F2: Service Mobilisation

F3: Percentage Attendance Times at Scenes

P5: Applications for Fire Safety Certificates

OIDHREACHT - HERITAGE

Core Objective

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

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

- Co-ordinate the Kilkenny Heritage Forum including review of membership.
- Implement County Heritage Plan Programme.
- Implement County Biodiversity Plan Programme.
- Participate in Kilkenny Climate Action Team and implement climate actions in the Kilkenny County Council Climate Adaptation Strategy.
- Implement the Community Monuments Fund.
- Implement the National Biodiversity Action Plan Fund.
- Implement the Irish Walled Towns Network Fund.
- Implement the Kilkenny Pollinator Programme.
- Implement the Decade of Centenaries Programme for 2023.
- Support the Tidy Towns Groups to participate in the national Local Authority Tidy Towns Pollinator Award.
- Co-ordinate and implement the Kilkenny programme in National Heritage Week.
- Support and administer delivery of the Kilkenny Creative Ireland Programme.
- Communicate via "Kilkenny Heritage News" ezine, local press and social media.
- Provide advice to the public and local authority on heritage best practise.
- Support Kilkenny participation in the National Heritage in Schools Programme.
- Provide heritage input to Urban Regeneration & Development Fund (URDF), Rural Regeneration Development Fund (RRDF), Town & Village Renewal Scheme, CLÁR Programme, Outdoor Recreation Infrastructure Scheme, Fáilte Ireland, etc., as required.
- Implement heritage actions in the Local Economic and Community Plan.

Performance Standards

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

TITHÍOCHT - HOUSING

Core Objective

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

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

Housing Capital Delivery

- Deliver the targets for new social housing units set by Department of Housing under Housing for All and included in the Housing Delivery Action Plan 2022-2026.
- Deliver Affordable Housing units for purchase under the various Affordable Housing Schemes.
- Support Approved Housing Bodies (AHB's) in providing housing under Capital Advance Leasing Facility (CALF) and Capital Assistance Scheme (CAS) and maintain an active Register of Interest in site acquisition.
- Develop a Vacant Homes Team to deliver additional housing units through the reactivation of residential units under the Buy & Renew, Repair to Lease Schemes, the Vacant Homes Refurbishment Grant, Compulsory Purchase Order and Serviced Sites Grants.
- Source suitable housing units from the private rented market under the Rental Accommodation Scheme (RAS) and Housing Assistance Payment (HAP) schemes.
- Deliver universally accessible units to meet needs of the elderly and disabled.
- Provide additional units for the Housing First Programme to address long term homelessness.
- To complete the review of the Traveller Accommodation Plan (TAP) and to meet assessed traveller specific housing needs as required under that plan.
- Seek to acquire additional land suitable for residential development in areas where there is a housing demand.
- Implement an ambitious Energy Retrofit Programme.
- Implement actions included in Climate Change Adaptation Strategy.
- Manage all Housing Lease Schemes including CALF, RAS and Mortgage to Rent.

Housing Operations

- Agree and implement a strategy for Housing Asset Management to include a stock condition survey and planned maintenance programme.
- Optimise the use of existing housing stock by reviewing void management procedures.
- Ensure that all procurement frameworks are in place to meet maintenance requirements representing value for money in service provision.
- Assess and process applications under all Housing Grant Schemes including Housing Aid for Older Persons (HOP), Housing Adaptation for Disability (HGD) and Mobility Aid (MAG).
- Ensure timely recoupment of funds under all Housing Grant schemes.

- Develop a multiannual Improvement Works in Lieu of Housing programme and secure funding for projects in 2023.
- Submit and implement an ambitious voids programme to meet the requirements of both standard and non-standard void refurbishment works.
- Deliver a responsive and cost-effective reactive maintenance service meeting health and safety requirements for both staff and tenants.
- Effectively manage all funding supports to maximise investment in voids, extensions and adaptations.
- Meet the targets set out for Private Rented Inspections in 2023 with associated follow up and enforcement actions as required.
- Reduce energy usage in Council's social housing stock by implementing Energy Retrofit Programme in existing houses.

Tenancy Management and Loans

- Manage Tenancy Sustainment Service Level Agreement.
- Monitor and implement Anti-Social Behaviour Strategy with robust enforcement action as required.
- Carry out a rolling rent review process during 2023 to ensure a fair and equitable rental system.
- Provide Tenant Liaison Services including estate management supports to all tenants in line with Tenant Handbook.
- Provide information on Tenant Handbook requirements during 2023.
- Provide County Council tenants with climate adaptation awareness materials at home, particularly at time of taking up new tenancy.
- Manage the Rental Assistance Scheme.
- Manage and implement Local Authority Loan Scheme.
- Implement Tenant Purchase Scheme.
- Ensure all insurance requirements associated with Housing Loans are in place.
- Prioritise the provision of archive facilities and records for title deeds currently held by the Loans Department.
- Implement Central Credit Register requirements.

Housing Assessment and Allocations

- Provide a dedicated team to assess housing applications in line with appropriate legislative requirements.
- Assess applications for transfer of tenancy.
- Process applications for rights to reside in local authority tenancies, develop and implement a policy in relation to same in 2023.
- Process applications for succession of tenancy in local authority dwellings, develop and implement a policy in relation to same in 2023.
- Update i-house system to prepare for the migration to a new housing system in 2023.
- Effectively manage the allocation of new tenancies with tenant induction.
- Ensure timely nomination of tenants for AHB properties.
- Implement Choice Based Letting for all Council allocations during 2023.
- Manage rent reviews and debt collection under the HAP scheme.
- Process applications for HAP assistance in private rented houses.
- Manage the HAP scheme.
- Engage regularly with Approved Housing Bodies operating in the County through an active AHB Forum to ensure submission of occupancy details.

Housing Support Services

- Ensure the effective operation of Homeless Action Team (HAT).
- Manage homeless service systems.
- Manage SLA with Good Shepherd Centre.
- Develop Own Front Door programme.
- Reduce dependency on hotel accommodation.
- Increase homeless prevention support services.
- Actively seek outreach services for rough sleepers in Kilkenny City.
- Expand Housing First.
- Comply with regional and national requirements under Housing for All by developing a Homeless Action Plan, implementing National Quality Standards requirements and updating PASS systems.
- Support the Homeless HAP Placefinder role.
- Monitor TAP implementation.
- Provide social worker supports to members of the travelling community.
- Support Local Traveller Accommodation Consultative Committee.
- Support the effective operation of Kilkenny Housing Disability Steering Group.
- Liaise with Health Service Executive START and Homecare Programmes.
- Ensure compliance with Sex Offender Risk Assessment and Management (SORAM) requirements.
- Manage Housing First SLA.

Performance Standards

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

Housing (H1-H6) as follows:

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

SEIRBHÍSI LEABHARLAINNE - LIBRARY SERVICES

Core Objective

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

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

Infrastructure & Service Delivery

- Progress and develop the Kilkenny City Library capital project (Mayfair) for opening in Q3 of 2023.
- Progress and develop Thomastown Library through Stage 3 and Stage 4 process.
- Progress preliminary structural and conservation report for the relocation of local studies and library headquarters to the Carnegie Library.
- Develop a viable proposal for the development of a fit for purpose modern library in Callan.
- Commence the application for the replacement of the exiting mobile library vehicle.
- Progress leasing of library delivery van.
- Review and implement a rolling annual programme of works to maintain and future proof infrastructure and vehicles.
- Continue to progress and assess feasibility of energy savings measures and investigate potential grant aid.
- Ensure compliance with Health and Safety and Disability legislation and roll out approved library safety statement and increase staff awareness of same.
- Progress actions as agreed in the Climate Change Adaptation Strategy and ensure sustainable development underpins all aspects of library development.
- Progress development of 5-year Library Development Plan informed by new National Strategy.

Workforce Development

- Continue to progress and implement the agreed 2019 Work Force Plan as well as ensuring adequate staff resources for the Mayfair City Library and Thomastown Library.
- Develop a training schedule based on workforce needs and customer expectations regarding current and future service delivery and requirements.
- Liaise with HR Training Officer, Libraries Development and other relevant training suppliers/ organisations to source and provide relevant training.
- Develop and implement in-house and online training where possible.
- Review staff scheduling and roles regularly, align staffing resources to service needs and priorities in line with national and local strategies

Service Development

- Continue to develop and provide accessible, quality blended digital and physical services as a model of delivery responding to different service delivery.
- Continue to develop and roll out a range of varied, accessible programmes and initiatives in response to changing community needs, underpinned by pillars of accessibility and climate action/ sustainable development goals.
- Continue to research and create quality driven and relevant content to target those who need it most.
- Continue to increase engagement using both national and local platforms and media.
- Maximise opportunities to market and promote library and cultural services to the wider community via local media, online and social media and support the national publicity campaign.
- Continue to implement GDPR and Child Protection legislation/policies and implement across the library network.
- Continue to participate in national library initiatives – Right to Read, Healthy Ireland at your Library, Age Friendly, Creative Ireland, Decade of Centenaries, Dormant Account Funding and access all funding opportunities to further develop and deliver services.
- Ensure the library's collections reflect community and individual needs to ensure alignment of collections, both physical and digital, and budgets with local catchment areas.
- Ensure funding levels are increased in line with recommended capita stock fund target of €4:00 using an incremental approach to increasing funds year on year.



Collaboration & Partnership

- Support Kilkenny Age Friendly County Strategy 2017-2022, implement and deliver on actions. Continue to develop services so all Libraries attain age friendly status in 2023.
- Cultivate existing collaborations and partnerships. Create and develop new ones working with ETB, Kilkenny Childcare, Calmast, local community groups and Nala to promote the library as an accessible, cultural, community and educational space both physical and online. Increase engagement with citizens using LCDC and PPN structures and progress objectives in the LECP Plan.
- Continue to expand the Aistear project offering to local primary schools and crèches.
- Continue to expand the Little Library Bag/ First 5 Book Project in partnership with Early Learning Centres and Kilkenny Childcare Committee.
- Continue to work in close liaison with the Arts and Heritage Department fulfilling the aims and objectives of Kilkenny County Council's Cultural Strategy 2023-2027, Creative Ireland Programme and Decade of Commemoration programme.

ICT & Digital Development

- Develop library spaces as digital learning centres and digital enablers introducing new technology and services to the public. Continue to upgrade and invest in ICT and Infrastructure.
- Continue to engage with Library Management System national committees and forum for further roll out of library system modules.
- Continue to provide and promote the suite of 24/7 national online services to the public and amplify the digital offer by continued local subscription to other platforms e.g. Freegal and Comics. Use a range of publicity channels physical and online to encourage usage for education, work and leisure.
- Increase our usage of social media platforms to deliver and promote library services and increase traffic.
- Investigate other interactive online platform opportunities for promotion.

Local Studies Service

- Continue to expand our digital offerings on the library website, the Kilkenny Digital Archive and on our social media channels.
- Engage creatively with local studies content and make available visual and audio content of places and people of local historical interest.
- Provide access to and conserve library archive collections.

- Provide access to and lend items from collections housed in the library store through Libraries Ireland inter-library loan scheme.
- Expand and develop new collections on the Kilkenny Digital Archive. Focus on cultural collections and continue to publicise via multiple platforms.
- Engage with DR Ireland to showcase our archive collections both nationally and internationally.
- Continue to develop our outreach programme to schools both primary and secondary, adult and further education groups and local history societies.
- Continue to invest and preserve the collective history and heritage of County Kilkenny via the Local Studies Department and increase usage of this service.
- Build on the significant use and engagement of social media and local media to promote the collection and services to increase usage and awareness of service.
- Continue to provide advice, support and referrals to family history queries and provide online supports and workshops when resources allow.
- Participate and develop events as part of the Decade of Commemoration programme. Continue to develop our Decade themed suite of online resources, workshops, brochures, podcasts etc. for both schools and the public.

Enable Best Practice Delivery of the Library Service

- Explore and identify funding, sponsorship and partnership opportunities that will assist the delivery of sustainable programmes and services.
- Build further on our current evaluation approaches looking at effective evidence-based reporting to review statistical data for reporting bodies.
- Identify and develop local indicators, including online measurements to ensure the range and depth of usage is monitored and reflected.
- Compare and monitor usage of all library services and keep abreast of other models of library measurement from a best practice point of view.

Performance Standards

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

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

L1: Library Visits & Issues & Registered Members

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



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

Acting Director of Services: Denis Malone

SPÓRT & CAITHEAMH AIMSIRE TAITNEAMHACHTA - AMENITY, SPORT & RECREATION

Core Objective

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

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

Supporting Strategies

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

Key County and national supporting strategies include: The Kilkenny Local Economic and Community Plan 2016-2021, the Kilkenny City & County Development Plan 2021 -2027, Kilkenny County Council's Climate Adaptation Strategy 2019-2024, the National Biodiversity Action Plan 2017-2021, the All-Ireland Pollinator Plan 2018-2023. The Biodiversity Climate Change Sectoral Adaptation Plan (2019), the National Countryside Recreation Strategy for the Future Development of National and Regional Greenways 2018, the National Build a Sustainable Tourism Industry, Promoting the Participation of People with Disabilities in Physical Activity and Sport in Ireland, The Sport Ireland Participation Plan 2021-2024 and the DRCD's Our Rural Future 2021 -2025.

A number of the projects targeted for 2023 will be advanced by working with a number of other relevant Departments Agencies and groups, some of which include Department Rural & Community Development, Kilkenny Leader Partnership, Kilkenny Recreation & Sports Partnership, Trail Kilkenny, Coillte and the HSE. Actions and projects will be supported from a number of funding streams including the Council's own funds, the Outdoor Recreational Infrastructure Scheme (ORIS), Town & Village Renewal, the Rural Regeneration Development Fund (RRDF), the CLÁR Programme, the Sports Capital Funding, the LEADER Programme along with recreation funding from the Department of Children, Equality, Disability, Integration and Youth.

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

Parks & Playgrounds

- Provide assistance to community groups to plan, source funding for and develop community playgrounds and play spaces particularly focusing on areas in the County currently underprovided for.
- Maintain playgrounds to a high standard and provide assistance to support community playground groups across the County who also assist in their upkeep.
- Ensure playgrounds continue to meet the requirements of European Standards EN1176 and EN1177 which relate to playground safety of equipment and safety surfacing.
- Continue to implement weekly (in house), quarterly and annual (independent) playground inspection regimes across all council owned playgrounds in the County and address maintenance and operational issues where relevant in a timely manner.
- Plan for future development provision and upkeep as playgrounds age and require replacement and identify capital funding streams to facilitate same.
- Continue to develop Ferrybank Neighbourhood Park.
- Continue to maintain and improve Garringreen Neighborhood Park, Newpark Marsh and Park, the River Nore Linear Park, Silaire Wood trail and boardwalk and the Pocket Park in Graiguenamanagh.

Sports Pitches

- Enter into short term lease agreements with sports clubs to allow them access to Council owned pitches for games and training. There are currently 5 pitches in total available for lease.
- Facilitate clubs into entering into long term lease arrangements to enable them to access grant assistance where appropriate.
- Continue to maintain pitches, upgrading areas of wear and tear where relevant.
- Upgrade the Newpark MUGA from funding secured under the Sports Capital Grant.
- Continue weekly inspections of goal posts as per recommended safety guidelines.
- Undertake weekly inspections of Multi Use Games Areas (MUGAs) at Newpark, Callan and Garringreen.
- Construct a new all-weather mini pitch at Ferrybank Neighbourhood Park from funding secured under the Sports Capital Grant.

South East Greenway

- In conjunction with our partners Wexford and Waterford Local Authorities, assist in the construction of the 24km South East Greenway located between Ferrybank, South Kilkenny and New Ross, County Wexford. The Greenway will pass through the rural hinterland of south Kilkenny following the route of the old railway line. It will be a safe off-road facility for use by cyclists and pedestrians.
- Continue to engage with landowners for the duration of the project in relation to accommodation works along the 24km Greenway.
- Explore the option to open sections of the greenway as they are completed, the main focus for 2023 will be the opening of the section from New Ross to Glenmore in early Quarter 2.
- Progress to planning stage proposals to provide connectivity links from the Greenway to both Glenmore and Slieverue.
- Conclude feasibility study and optimum route selection report to develop a Link between the South East Greenway and Woodstock Estate in Inistioge.

Woodstock Gardens & Estate

- Maintain and upkeep newly refurbished walkways from Inistioge Village to Woodstock Gardens and within the wider Estate, namely the Woodstock Loop Walk, Ladies Loop Walk and Woodstock Waterfall Loop Walk.
- Install dedicated parking spaces within the carpark at the main entrance points to the gardens to include 5 no. age friendly and 3no. disabled.
- Install 2 no. play equipment components within the playground that are fully accessible for all.
- Complete refurbishment works to the toilet block to improve appearance and accessibility of same.
- Plant native bluebell bulbs in the newly created vistas between the Noble Fir Avenue and Monkey Puzzle Avenue.
- Expand marketing and promotion campaign via increased funding allocation secured under the Outdoor Recreation Infrastructure Scheme (ORIS).
- Advance proposals to structurally safeguard Woodstock House and erect new bow-top fence to increase exclusion zone.
- Continue to promote a wide variety of outdoor events to attract members of the public to the gardens, e.g. Schools Orienteering, Dawn Chorus, Light Up Gold, Tree Day, Ras na mBan, Kilkenny Day, Yulefest Santa Reindeer Trail.
- Promote environmental education through the Forest Schools programme and guided nature walks and talks.
- Make the gardens available where appropriate for weddings and other private events.
- Run events to coincide with Play Day and Heritage Week.
- Implement a planting programme to replace valuable specimen trees lost due to storm damage to maintain the quality of the planting in the arboretum for future generations, with a particular focus on the Noble Fir and Monkey Puzzle Avenues.

- Upgrade the Winter Garden formal planting scheme to provide year-round interest.
- Plant up new central borders within the Walled Garden.
- Continue to offer garden tours to visitors and provide a mobility service for the less able bodied.
- Purchase new fully electric wheelchair accessible buggy, from funding secured under the Disability Participation and Awareness Fund, to improve the offering to those with lesser mobility..

Annual Tree Planting and Tree Surgery Programme

- The Parks Section is committed to planting trees in public places in the City and County in association with community groups and in support of our objectives under the Climate Change Adaptation Strategy. The trees will be predominantly native species and or pollinator friendly and will be semi-mature at planting as appropriate.
- Continue community planting schemes in association with community groups.
- Plant a significant number of specimen trees annually in Woodstock gardens in the Arboretum in particular to replace those lost to storm damage and to ensure the long-term future of this significant tree collection.
- Assess the health of trees in public places around the County and organise tree surgery based on sound arboricultural principles.
- Continue to advise landscaping design for urban streetscape enhancement schemes.

Amenity Grants

- Invite applications for amenity grants to support communities and resident associations to maintain their local areas (171 grants approved in 2022).
- Assist communities with relevant advice in relation to planting schemes, pollinator planting, meadow management.
- Process all valid grant claims by year end.
- Support the objectives of the All-Ireland Pollinator Plan by encouraging groups to manage areas in a more sensitive manner for habitat and pollinators.
- Priority will be given to those groups managing areas in an environmentally sensitive manner.

Maintenance of Residential Amenity Areas

- The Parks Department manages grass cutting in parks and playgrounds across the City and County and in certain residential estates where the size of the grass area warrants assistance to residents.
- Increasingly the Parks Department will seek to convert locations currently intensively managed to meadow grassland in support of pollinators and biodiversity, such as Bishopsmeadows, Dukesmaeadows, Loughboy Park and Moat Field Callan.
- Support community groups through advice to maintain open space areas in a more sustainable way.

Partnership Projects with Kilkenny Leader Partnership Trail Kilkenny & Community Groups

- *Woodstock Estate and the South East Greenway (SEG) Recreational Connectivity Link.* Finalise Feasibility Study and Route Options Report and continue engagement with Transport Infrastructure Ireland to determine if same could be considered within their current Greenway project portfolio as an extension to the SEG.
- *Bennettsbridge* - Continue to progress Feasibility Study & Design Options Report to develop riverside amenity area and improved pedestrian connectivity over the River Nore.
- Engage Consultants to prepare a Feasibility Study & Route Selection Report for the section of the Nore Valley Walk between Bennettsbridge and Thomastown.
- Continue to work with community to deliver the new Slieverue Linear Park, works to include entrance modifications, footpaths, the installation of play equipment, basketball area, seating, signage, noise containment barriers and planting to promote and encourage biodiversity.

- Continue to work with the community to develop and deliver the Callan Heritage Trail, which will incorporate interpretative signage on the many historical sites and points of interest within the town and environs.
- *Nore Valley Link* - Bennettsbridge – Thomastown - work closely with newly appointed consultants to prepare a route selection report to deliver the missing link between Bennettsbridge and Thomastown. The study will look at both sides of the river and if a viable option is identified it has the potential to link not only Kilkenny City with Inistioge but in time hopefully to the South East Greenway at New Ross, via the Woodstock Link and onto the Waterford Greenway to the southwest.
- *Goresbridge Riverside Amenity Area* – Working with the local community engage consultants to develop a non-statutory Vision Plan setting out a blue-print to stimulate sustainable economic development and attract investment into the Goresbridge area focusing on riverside amenity.

Trails and Walks – Outdoor Recreational Infrastructure Scheme (ORIS)

- Using funding secured under the Outdoor Recreation Infrastructure Scheme deliver the 7no. 2022 Measure 1 funded projects which include Pollrone Community Walk, Windgap Village Loop Enhancement Scheme and the resurfacing of the Dock road to the Barrow Valley Outdoor Activity Hub in Graiguenamanagh etc.
- Undertake the Millennium Forest Trail Enhancement & Accessibility Scheme and the Jenkinstown Wood Walking Trail Rehabilitation Scheme.
- Commence works to deliver the Kilkenny Countryside Park on the 17 acre site of the old landfill at Dunmore, with a particular focus on access, parking provision, trails and the dog friendly area.
- Prepare design and tender for the replacement of wooden boardwalk at Lacken with a recycled plastic wider structure to accommodate both pedestrians and cyclists.
- Engage consultants to develop a Masterplan for the Castlecomer Discovery Park and the development of an off-road bike trail
- Undertake feasibility study and route options report for Phase 1 of the Kilkenny to Ballyragget – Castlecomer Greenway from Kilkenny City to the proposed Kilkenny Countryside Park at Dunmore.
- Work with stakeholders and communities to identify new project opportunities and develop a portfolio of schemes in advance of future funding calls.

Various Funding Programmes

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

Planning & Development

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

Performance Standards

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

FUINNEAMH - ENERGY

Core Objective

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

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

- Maintain ISO50001 Energy Management accreditation and continue to improve and reduce energy consumption in delivering council services and operational performance for public buildings, public lighting and fleet & machinery operations.
- Monitor and deliver Energy Action Plan 2023.
- Energy Team to meet every 2 months and actively work to reduce energy consumption across organisation.
- Continue to support communities in Kilkenny to become more energy efficient and to lower their CO2 emissions and advise communities and the public on the grants and supports available.
- Set objectives and goals to meet the national energy-efficiency savings requirement of 50% by 2030 and to meet the national Green House Gas reduction requirements of 51% by 2030 (using emissions between 2016 and 2018 as baseline emissions).
- Update and improve energy data on Kilkenny County Council's Monitoring & Reporting energy reporting platform.
- Generate and present Display Energy Certificates (DEC's) in local authority buildings with a floor area of 250m2 that are frequently accessed by the public.
- Develop the Covenant of Mayors Sustainable Energy Action Plan 2 and gap analysis to the Sustainable Energy and Climate Action Plan 2030.
- Investigate potential funding opportunities for energy efficiency projects in Kilkenny.
- Run an Energy Awareness campaign in County Hall in partnership with the OPW's Optimising Power at Work.
- Carry out energy audits/register of opportunities for council buildings to identify energy saving opportunities.
- Continue to work with the Council's in-house Street Lighting Team, acting as the contracting authority for the Eastern Region with respect to the roll-out of the Local Authority Public Lighting Energy Efficiency Project.
- Provide energy management services (utility bill analysis, energy auditing, energy awareness and energy saving project identification).
- Continue the Energy Awareness campaign for Fire Service and Library Service.
- Support Community and Council projects for the Better Energy Communities (BEC) scheme for 2023.
- Support communities' part of the Sustainable Energy Communities (SEC) network to access funding to complete a Local Energy Master Plan.
- Carry out pilot energy efficiency (Eco) driver training for local authority fleet operators in 2023.
- Commence preparation of Energy Action Plan for 2023.

Performance Standards

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

FORBAIRT EACNAMAÍOCH, TACAÍOCHT EACNAMAÍOCH & OIFIG FIONTAR ÁITIÚIL- ECONOMIC DEVELOPMENT, ENTERPRISE SUPPORT & LOCAL ENTERPRISE OFFICE

Core Objective

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

Supporting Strategies

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

The strategic objectives of the enterprise support functions of the LEO are as per the Service Level Agreement with Enterprise Ireland and as outlined in the Local Enterprise Development Plan 2021 – 2024. The Supporting Strategies include the delivery of services to small and micro-enterprises through LEO, promoting the LEO as the first stop shop for local enterprise, working with the relevant stakeholders in the County to foster entrepreneurship, delivering appropriate enterprise training and mentoring to small business owners and potential entrepreneurs, providing funding options to entrepreneurs, early stage promoters and viable businesses to support start-up, growth and development, developing progression pathways for small businesses to access supports from Enterprise Ireland (e.g. assistance to export), promote Kilkenny as a high quality location for indigenous enterprise and provide advice on Local Authority supports or activities that affect enterprise including, rates, procurement, environmental licensing and the planning system.

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

- Finalise the development and adoption of the LECP 2023 to 2028 including the first two-year implementation plan and commence delivery of actions agreed under the implementation plan.
- Identify and pursue funding opportunities to assist in economic development and job creation including grants under URDF 3 calls and REISS & REDF.
- Refresh the 'Invest Kilkenny' initiative and use this brand in marketing Kilkenny as a place to invest and do business through close collaboration with our partners including IDA and Enterprise Ireland.
- Develop quarterly Housing report and Economic Dashboard to monitor Kilkennys performance under various measures.
- Monitor sources of vacant commercial property across the County and create relationships with businesses and individuals involved with commercial property.
- Continue building relationships with local stakeholders and liaise with EI and IDA to assist with their clients expansion.

- Promotion of Kilkenny as a Centre of Excellence in Design with the National Design Centre (NCD) outlined in the National Development Plan being a long term objective.
- Continue to develop the Precision Agriculture Centre of Excellence (PACE) in conjunction with SETU.
- Promote the Abbey Quarter and Belview Port as strategic sites for Kilkenny through research and marketing.
- Continued roll out of the Small Business Vacant Premises Incentive scheme.
- Collaborate with the City Centre Task force and delivery on any relevant actions agreed
- Continue to promote Kilkenny as a campus location for third level education
- Support businesses throughout the County through the promotion of the Shop local message, ShopKilkenny brand, ensuring that people spend their money locally where they can thus support jobs in local communities.
- Develop collateral around the Careers Kilkenny brand building on goodwill from the hosting the event in 2022. This will aim to attract new talent to Kilkenny and promote Kilkenny as a great place to live and work.
- Entrepreneurship: Foster, promote and support local entrepreneurship through the creation of a strong enterprise support ecosystem.
- Competitiveness: Improve the competitiveness and productivity of small and micro enterprises through enhancing small business management capability.
- Green & Sustainability: Deliver services to enable small and micro businesses future proof their businesses from an environmental perspective. This includes the promotion where applicable of business energy support schemes.
- Innovation & Digitalisation: Increase the level of innovation, technology adaptation and digitalisation within small businesses in Kilkenny.
- Internationalisation: Increase the export capabilities of small and micro enterprises.
- Clustering: Work closely with local and regional networks and clusters to drive productivity, knowledge sharing and competitiveness.

Uncertainty created by external factors such as rising energy costs are a reminder that some of the LEO activity plan can change quickly in the short terms. However, we will continue to delivery and build on a range of actions focused on achieving our strategic priorities.

Performance Standards

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

Economic Development (J1 to J3) as follows:

J1: No. of jobs created

J2: Trading Online Vouchers

J3: No. of mentoring participants

COSAINT COMHSHAOIL - ENVIRONMENTAL PROTECTION

Core Objective

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

Supporting Strategies

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

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

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

Waste Management

- Kilkenny County Council is part of the Southern Region for waste management purposes along with Carlow, Clare, Cork, Kerry, Limerick, Tipperary, Waterford and Wexford counties. The Region will continue its work to meet the National Waste Management Plan objectives in 2023.
- Implement objectives in line with the Waste Management Plan.
- Operate a full-service waste recycling and disposal centre at Dunmore.
- Continue to support operation of the waste recycling and disposal centre at Granny, South Kilkenny.
- Operate 46 Bring Centre Recycling Facilities throughout the County.
- Identify new locations for roll-out of additional Bring Centre Recycling Facilities.
- Complete up-grade of signage for Bring Centres.
- Continue to engage Textile Recycling Services through the service provider.
- Prepare and implement the RMCEI Waste Environmental Inspection Plan 2023 (Recommended Minimum Criteria for Environmental Inspections).
- Implementation of the Litter Management Plan 2021-2023 as adopted by the Council.
- Prepare and implement an Environmental Education and Awareness Strategy 2023.
- Continue to promote waste prevention community initiatives and support businesses with greening initiatives to improve their environmental performance.
- Assess Waste Permit applications and issue permits and registration certificates.
- Implement street cleansing and litter management programme.

- Identify and deliver projects aimed at tackling illegal dumping 'black spots' throughout the County under the Anti-Dumping Initiative (ADI).
- Continue to implement the County Kilkenny Waste Management Bye-laws, 2018.
- Advance the Local Authority Historic Landfill Assessment and works Programme. Progress works if funding is approved for 2023.
- Continue to assess planning application referrals with respect to environmental protection.

Tidy Towns

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

Water Quality

- Kilkenny County Council is joint Lead Authority with Tipperary County Council in delivering the Local Authority Waters Programme (LAWPRO). The programme is a shared service working with Local Authorities and State Agencies to develop and implement the River Basin Management Plans in Ireland, as required under the EU Water Framework Directive.
- The Environment Section will collaborate with the local LAWPRO office through regular meetings and a coordinated work plan.
- Implement measures to protect and restore water quality as set out in the National River Basin Management Plan.
- Support LAWPRO in the development of the National River Basin Management Plan 2022-2027.
- Prepare and implement RMCEI Water Quality Environmental Inspection Plan 2023, to include for inspection of rivers, businesses, septic tanks and farms.
- Assess Discharge Licence applications and Nutrient Management Plans and issue authorisations.
- Continue reviews of existing discharge licences and issue revised authorisations.
- Participate and monitor the National Sampling Programme for the Water Framework Directive.
- Review and update the Coastal Pollution Plan.
- Review and update the Environmental Sub-Plan of Major Emergency Plan.
- Review of Water Quality results for the relevant river Catchment Areas in Kilkenny.
- Target riverbank walk & catchment assessment training for staff.
- Engage with local communities and citizen science groups to identify locations for targeted assessment and inspections.
- Continue to assess planning application referrals with respect to environmental protection.

Water Safety

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

Air Quality& Noise

- Promote local awareness of air quality.
- Provide live feed link to County Council website from Air Quality Monitoring station at Castlecomer Area Office and Thomastown, to collect and compare before and after data
- Implement Smoky Coal Ban and Solid Fuel Regulations.
- Manage registration of facilities under Deco Paints & Solvents Regulations.
- Liaise with Fire Service on dangerous substances and petroleum vapours legislation.
- Assess Air Pollution licence applications, and monitoring of existing licences.

- Continue to assess planning application referrals with respect to environmental protection.
- Develop an Air Quality Monitoring Plan.

Veterinary Services

- Continue to deliver the FSAI Service Contract on Food Safety for Counties Kilkenny and Carlow as required to allow sufficient time for transition to proposed new arrangements in 2023.
- Regulate Dog Breeding Establishments in accordance with the Dog Breeding Establishments Act 2010 as amended.
- Administer the operation of the Carlow Kilkenny Dog Shelter.
- Liaise and work with service provider on enforcement under the Control of Dogs Act 1986 as amended.
- Liaise and work with service providers on enforcement under the Control of Horses Act 1998.
- Implementation of Control of Horse Bye-Laws for County Kilkenny.
- Continue to work with the Animal Welfare Committee to ensure adherence to the Council's Animal Welfare Standards for Dogs and Horses.

Climate Action

- Prepare and complete a Climate Action Plan in 2023 on foot of the Order to be signed by the Minister for the Environment, Climate and Communications. Note that the Plan must detail how the Council proposes to reduce greenhouse gas emissions (in particular CO₂) by 7% per annum and by 51% overall by 2030.
- Continue to support the Climate Action Team and provide adequate resources to deliver climate action measures in order to meet national obligations on Climate Change.
- Develop and deliver an implementation plan for the Decarbonisation Zone (DZ) nominated by the Council as part of the overall Climate Action Plan.
- Promote and deliver the Community Climate Action Fund as mandated by the Department of Environment, Climate and Communications (DECC).
- Build local citizen engagement.
- Partner and collaborate on climate action initiatives with local community groups, local enterprises and schools.
- Report on a monthly basis to the Council progress under Climate Action initiatives.
- Continue co-operation with and support of the South East Energy Agency over a broad range of energy projects.
- Continue to implement the Climate Change Adaptation Strategy 2019-2024 and the Sub-Action Plan during 2023 and incorporate this strategy with the new Climate Action Plan to be prepared.
- Support the implementation of the national climate policy as set-out under the Climate Action Plan in our role as Partner Local Authority for the Eastern & Midlands Climate Action Regional Office (CARO).

Burial Grounds

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

Casual Trading

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

Environmental Information

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

Customer Service

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

Performance Standards

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

Waste/Environment (E1-E3) as follows:

E1: No/% of Households with access to a 3 bin service

E2: No/% of environmental pollution complaints closed

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

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

E5: Energy Efficiency Performance

E6: Public Lighting

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

Core Objective

The Planning Department's core objectives are to:

- provide for *balanced sustainable development while affording protection of the natural and built environment of the City & County*;
- develop and implement planning policy and objectives through the City & County Development Plan, Local Area Plans and Masterplans;
- oversee an effective development management process; and
- promote the sustainable development of the City & County.

This will ensure an enhanced physical and socio-economic infrastructure assisting in creating sustainable economic growth and driving a better quality of life for ALL.

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

Forward Planning

- Undertake variations to the City and County Development Plan as required.
- Continue to implement the delivery of funding under the Urban Regeneration & Development Fund (URDF).
- Review the 2017 Ferrybank – Belview Local Area Plan and elevate to Development Plan status.
- Co-operate with Waterford City and County Council in implementing the Waterford Metropolitan Area Strategic Plan.
- Complete the following Masterplans:
 - * The Abbey Quarter MasterPlan and Urban Design Code.
 - * The Loughmacask area of Kilkenny City.
 - * The St. Canice's Hospital lands at Lacken in Kilkenny City.
 - * Masterplans for Ballyragget, Paulstown and Kilmacow in accordance with objective 4La of the City and County Development Plan.
 - * Urlingford Town Centre First Masterplan in conjunction with the Community section

Commence and complete the following Masterplan exercises :

- * The Former Mart site at the Castlecomer Road.
- * The Fair Green area of Kilkenny City.
- * The Kilkenny City Local Transport Study.
- * In conjunction with Roads and the City Engineer's office complete the Kilkenny Sustainable Urban Transport Plan (KSUMP) process to develop a 10-minute City framework for Kilkenny City to map and identify infrastructural requirements to support the '10 minute' City.
- Undertake a joint Retail Strategy with Waterford as per the requirement of the RSES for the Greater Waterford Area.
- Prepare best practice design guidelines for the provision of cluster housing in rural settlements and nodes of the County.
- Continue to administer the Residential Zoned Land Tax process on behalf of the Department of Finance and the Revenue Commissioners

- Continue to implement and monitor the Vacant Site Register and the levy in accordance with the legislation.
- Continue to monitor Derelict Sites and maintain the Derelict Sites Register in accordance with the Derelict Sites legislation.
- Continue to implement an Active Land Management policy through the coordination of vacant sites and derelict sites legislation and the vacant homes unit to proactively deliver housing development.

Development Management

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

Taking in Charge

- To advance Taking in Charge for 30 schemes in the County with a minimum 10 developments taken in charge in 2023.
- Monitor bonds on a monthly basis and submit claim on bonds as required.
- Minimise risk on residential developments through bond compliance.

Enforcement

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

Conservation

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

Building Control

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

Administrative

- Continue to implement the National e-planning project.
- Implement the provisions of the Planning and Development (Exempted Development) (No.2) Regulations 2019 in relation to short term letting within the designated areas in County Kilkenny.
- Continue to update and revise the Planning Department's Procedures Manual.

Performance Standards

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

Planning (P1-P4) as follows:

- P1: New buildings inspected**
- P2: No/% of Planning decisions confirmed by An Bord Pleanala**
- P3: % of Planning Enforcement cases closed as resolved**
- P4: Cost per Capita of the Planning Service**

Core Objective

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

Supporting Strategies

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

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

- Provide support to Kilkenny Tourism CLG through monthly meetings, workshops, marketing and public relations initiatives, business support and advice and further development of www.visitkilkenny.ie and www.outdoorkilkenny.ie.
- Work with Kilkenny Tourism and Fáilte Ireland to support and further develop a marketing and PR campaign to promote Kilkenny both nationally and internationally as a top-class tourism destination.
- Implement the Orientation and Wayfinding plan for Kilkenny approved under Destination Towns initiative.
- Support the development and delivery of a unified tourist attraction at the Tholsel and Medieval Mile Museum in collaboration with The Civic Trust and Fáilte Ireland.
- Deliver on funding streams received including Urban Animation throughout the City, Outdoor Performance Space at the Watergate, Kilkenny's Water Sports Hub at County Hall and Outdoor Dining at The Market Yard.
- Work with the Greenway Project Office to develop and implement an Interpretation and visitor plan for the South East Greenway.
- Support Butler Gallery to enhance the visitor experience at Evans Home.
- Seek opportunities to further implement the Woodstock/Inistioge Business Plan.
- Work with Kilkenny's Festivals and Events organisers to support Kilkenny's reputation as an international festival destination.
- Support the Project Office as required in the delivery of ORIS funding schemes across the County to enhance Kilkenny's outdoor tourism offering countywide.
- Work with local communities and businesses to expand the tourism offering of County Kilkenny.
- Promote Kilkenny as a Food Tourism destination through #tastekilkenny.
- Feed into Kilkenny's umbrella brand - Kilkenny.ie - the Best of Ireland - Come See Come Do in conjunction with the Communications Department.
- Support the Dubai Duty Free Irish Open to be held in Mount Juliet from 30th June to 3rd July, 2022.

Performance Standards

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

Economic Development (J4) as follows:

J4: Tourism

DIRECTORATE OF UKRAINIAN CRISIS UNIT.

Acting Director of Services: Fiona Deegan



Offer a Home, Offer Hope

Offer a home to those fleeing war in Ukraine.

Do you have a house, apartment, or holiday home that is not in use at the moment?
Please consider offering it as temporary accommodation for those displaced by the war in Ukraine.

Go to [Gov.ie/OfferAHome](https://gov.ie/OfferAHome) to offer a property or for more information.

AONAD GEARCHÉIME NA HÚCRÁINE - UKRAINIAN CRISIS UNIT - Український кризовий підрозділ

Core Objective

The Core Objective of the Ukrainian Crisis Unit is to ensure that our new Ukrainian community are provided with an adequate standard of accommodation and provided with the relevant wrap around supports to enable them to live and work in Kilkenny for as long as is required.

Supporting Strategies

The Ukrainian Crisis Unit will work in conjunction with the Department of Children Equality Disability Integration and Youth and the Department of Housing Planning and Local Government to roll out the government supports which are provided under the National Ukrainian Response and will work closely with local agencies involved in the response – Kilkenny Leader Partnership, Kilkenny Carlow Education & Training Board, the HSE, Department of Social Protection and local community groups to ensure that the supports required by Ukrainian refugees are provided in an effective and efficient manner. This will be coordinated through the Ukrainian Community Forum, chaired by the Chief Executive of Kilkenny County Council.

KEY ACTIONS FOR 2023 ARE AS FOLLOWS:

- Manage the Temporary Rest Centre at St. John of God Convent for short term accommodation of Ukrainian refugees arriving from Citywest and Rosslare Port;
- Manage The Friary, Knocktopher which provides accommodation to Ukrainian refugees;
- Liaise with all commercial properties in the County to ensure accurate data on the Ukrainian community in Kilkenny and to support them in the provision of wider supports to the refugees;
- Source unoccupied homes under the Local Government 'Offer A Home' initiative;
- Match Ukrainian refugees residing in the Temporary Rest Centre and other commercial accommodations throughout the County to homes which become available under the 'Offer A Home' initiative and supporting the owners of these properties to ensure the smooth operation of the scheme;
- Match Ukrainian refugees to Irish Red Cross Pledged properties and support of the owners of these properties;
- Develop a monthly Ukrainian Monitor to ensure that all statistics in relation to the Ukrainian community are up to date;
- Manage the Regional Ukrainian Leads in the South East in order to feed into the National Leads Committee on issues and developments within the sector;
- Co-ordinate the Community Forum to ensure that agencies and community groups are aware of the needs and requirements of the Ukrainian community and the development of supports to meet those needs;
- Work closely with Kilkenny Leader Partnership to ensure that relevant training supports are developed in order to support Ukrainians to prepare for the workforce;
- Develop a Community Car Initiative in conjunction with Kilkenny Leader Partnership to ensure that transport is provided in rural areas to allow for pledged homes to be occupied;

- Work closely with Local Link to ensure relevant routes are developed in relevant areas for the provision of transport to the Ukrainian community and if required, school transport;
- Link in with KCETB to ensure that relevant English as a Second Language, Advanced English classes and Adult Guidance Counselling is provided and communicated;
- Work closely with the HSE to ensure that all refugees are assessed upon arrival and linked in with relevant health supports as required;
- Communicate with DSP arrivals to ensure that Ukrainians are set up with PPS numbers and relevant social welfare supports as soon as possible.
- Refer relevant issues to Tusla in relation to Ukrainian children in properties in Kilkenny.
- Work closely with Kilkenny Volunteer Centre to support Ukrainian volunteers integrate into our society;
- Carry out surveys for refurbishment properties and further development of same if and when approved;
- Develop and roll out of programmes under the Healthy Ireland funding;
- Ensure Council Members, general public and media are kept up to date on current information in relation to the Ukrainian community in Kilkenny.

Performance Standards

Performance within the Ukrainian Unit will be assessed against the indicators as set out above.



Comhairle Chontae Chill Chainnigh
Kilkenny County Council