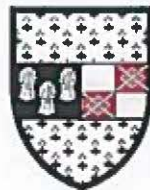# KILKENNY COUNTY COUNCIL
COMHAIRLE CHONTAE CHILL CHAINNIGH

SERVICE DELIVERY PLAN
PLEAN SEACHADADH SEIRBHÍSE

2018

NOTE FROM THE CHIEF EXECUTIVE

The Local Government Reform Act, 2014, established the requirement for each local authority to prepare an Annual Service Delivery Plan identifying the services that it proposes to deliver to the public in the year ahead. The purpose of this Plan is to provide a corporate document that highlights the services that will be provided by Kilkenny County Council across all Directorates in 2018 and has been prepared based on the provisions of the adopted budget of Kilkenny County Council for 2018.

County Kilkenny is situated in the South East of Ireland with a population of 99,118 (2016). The County has an area of 2062 square kilometres (206,200 hectares). The main urban centre is Kilkenny City and Environs. The next largest towns in County Kilkenny are the Ferrybank area, adjacent to Waterford City, and the district towns of Callan, Castlecomer, Graiguenamanagh and Thomastown. Kilkenny is a medieval city with a population of 27,751 (2016) and is known internationally as a centre for craft and design. Kilkenny boasts a strong indigenous industry in sectors such as food and drink as well as the craft sector. Tourism, agriculture food processing, financial services, light engineering and 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 2014-2019 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 2018.

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.

Colette Byrne,
Chief Executive
Kilkenny County Council

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INTRODUCTION - RÉAMHRÁ

Mission & Values

The Council's Mission Statement and its Core Values & Principals have been outlined in its Corporate Plan 2014-2019 as follows:

> *"Kilkenny County Council aims to work in partnership with the people of Kilkenny and relevant agencies to deliver quality services and to promote sustainable economic, social and cultural development for current and future generations."*

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:

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

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 2018. It also identifies the performance standards for the services.

In delivering this ambitious programme of work, the Council recognises the need to maximise the use of its resources, the need for improved communication, to focus on customer services, partnership, citizen engagement & social inclusion.

The Service Delivery Plans in this document provides much detail on services/actions to be delivered in 2018, however it is important to set out at the outset the strategic priorities for Kilkenny County Council for the coming year.

1. **Housing:** We will progress the delivery of additional units of accommodation as set out in Rebuilding Ireland.

2. **National Planning Framework 2040 and National Development Plan 2018 – 2027:**
   It is important that Kilkenny position itself to maximise it potential under the National Planning Framework and National Development Plan. To this end we will focus in 2018 on preparing a vision for Kilkenny City and Environs 2040 and we will work with Waterford Council to develop a vision for the greater Waterford City area for 2040, with a view to bidding for capital funding.

3. **Abbey Quarter:** We will progress the delivery of the Abbey Quarter in accordance with the Master Plan adopted by the Council.

4. **Western Environs:** We will deliver roads & services in the Western Environs to facilitate residential development of scale and education provision by the Education Training Board.

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

6. **Belview Economic Zone:** We will work with key strategic partners (Waterford Port, IDA, Irish Water) to ensure we maximise the potential of the Belview Area, particularly in the context of Brexit.

7. **Development of Culture Quarter:** Arts/Culture Heritage is synonymous with Kilkenny. We will commence the upgrading of Evans Home in 2018 as the new home for the Butler Gallery and plans will also be progressed to develop the City Library at the Carnegie Library.

8. **Infrastructure:** We will progress plans for strategic infrastructure to support the development of Kilkenny City including the Breagagh Park, CAS 2 & 3 and the completion of the Outer Ring Road.

DIRECTORATE OF

CORPORATE
&
INFRASTRUCTURE

CORPARÁIDEACH & BONNEAGAR

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

Supporting Strategies
The Supporting Strategies provide that the Council will ensure that a clear recognition and understanding of the policy and representational roles of the elected representatives permeates the Council, that democratic structures of the Council are facilitated and supported, the further development of shared services, 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 2018 are as follows:

CORPORATE
- Provide ongoing advice & guidance by the Chief Executive and staff to elected members in relation to the strategic direction of the Council in the exercise of its reserved functions, in support of the policy making role of the elected members and in the delivery of day to day services.

- Organise and provide support to all statutory Meetings of the Council including Strategic Policy Committees, Municipal Districts, Joint Policing Committee and other meetings of the Council/Committees as required.

- Provide the Chief Executive's report to members on a monthly basis on information and reports on key Council activities.

- Provide ongoing administrative support to the Cathaoirleach/Mayor in his/her role.

- Ensure preparation & adoption of a Schedule of Municipal Works by each Municipal District by the 31st March 2018.

- Provide administrative support to the Elected Members with regards to Members training & development.

- Organise civic events as required by the Council.

- Prepare and adopt the Service Delivery Plan for 2018 by March 2018.

- Prepare and adopt the Annual Report for 2017 by April 2018.

- Ensure publication of the Register of Electors in February 2018, the ongoing maintenance of the Register and publication of the new Draft Register in November 2018.

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

- Continue implementation of NRR Policy.

- Develop a Communications Strategy in consultation with IS Department.

- Co-ordinate the submission of data to LGMA to facilitate publication of 2017 Performance Indicators by April 2018.

- Ensure the Council and Staff is prepared for the General Data Protection Regulation coming into effect on 25th May, 2018.

- Ensure responses to FOI Requests and Data Requests are responded to in a timely manner.

- Co-ordinate the preparation and adoption of an Irish Language Plan.

- Ensure that the Councils Risk Register is reviewed and updated as required.

HUMAN RESOURCES
- Implement the Council's Staff Performance Management & Development System following staff restructuring.

- Complete the implementation of revised staffing structures in the approved workforce plan subject to the budget provision.

- Complete workforce plan for outdoor staff.

- Develop workforce plan for Library Service.

- Develop an induction training course for new staff.

- Assess training requirements of staff and implement a Training & Development Programme.

- Implement the Council's Attendance Management Policies.

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

- Continue to utilise best practice and the appropriate industrial relations mechanisms, including third parties to resolve workplace issues.

- Appoint an Ethics Registrar and implement the Ethics Framework with effect from 1st January 2018.

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

Corporate (C1 to C2)

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

C2: Working Days lost to Sickness

Core Objective

The Core objective is to plan for and facilitate the transportation needs 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, preparing & implementing traffic management plans for the principal towns in the County, engaging with relevant agencies in the promotion of traffic safety, particularly by targeting the younger members of the community, preparing and implementing a 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 2018 are as follows:

- Undertaking of Health & Safety (work practices) Schedule of Inspections.
- Completion of the N76 Callan Road Realignment Scheme in Q2.
- Roll out actions under County Kilkenny Road Safety Plan 2015-2020 and schedule Road Safety Together Committee/Traffic Safety meetings with respect to same.
- Tender and commence Construction in Q3 of LIHAF project in the Western Environs.
- Tender and commence construction on the N25 Graiguenakill to Gaulstown and Luffany to the Rhu Glen Pavement Improvement Scheme.
- Tender and commence construction on the N78 Castlecomer Bridge to Coolbaun South and Coolbaun North to Crettyard Pavement Improvement Scheme.
- Completion of upgrade works to Footpaths and Public Realm Patrick St, Kilkenny City.
- Undertake Restoration Improvement/Restoration Maintenance and Discretionary Maintenance Programmes as provided in the 2018 Roadwork's Scheme.
- Undertake identified Low Cost Safety Schemes.
- Implement the Community Involvement in Road Works Scheme.
- Implement the Local Improvement in Road Works Scheme.
- Deliver the Winter Maintenance Plan.
- Complete N24 Carrick Road Realignment Project Appraisal Report along with a Scheme Feasibility & Options Report in Qtr 1 / 2.
- Complete works prescribed under the Bridge Rehabilitation Programme for Non-national Roads.
- Indentify and complete works under the TII B.1.2. Maintenance Programme.
- Complete N77 Ballyragget to Ballynaslee Improvement Scheme Project Appraisal Balance Sheet and Design Report Qtr 1/2. Planning under Part 8 and the acquisition of lands required to deliver this Scheme will be advanced in 2018 subject to funding.
- Complete the N78 Castlecomer Pedestrian Bridge Feasibility Report Q1.

- Complete conveyance for M8/M9 Motorway Schemes.
- Complete works under the TII HD28 Programme.
- Complete works identified under the TII HD15 & HD17 Minor Works Programme;
- 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 10,000 public lights within the City and County.
- Extend Energy Efficiency Lighting Retro-fit Project along remaining N10 & N76 sections of the Kilkenny Ring Road.
- Advance planning, design, tender documents and the acquisition of lands required to deliver the N24 Tower Road Junction Improvement Scheme.
- Progress the approved scheme for the Northern Ring Road Extension (N77 Castlecomer Rd to R693 Freshford) to detail design stage (Subject to outcome of Judicial Review and European Court of Justice ruling).
- N29 Belview Port, advance agreed TII/KCC strategy to service zoned lands adjoining the N29 National Primary Road, progress dependant on development contribution or alternative funding.
- Provide assistance as required with respect to the construction of the N25 New Ross Bypass.
- Complete design stage of Pilot Flood Management Schemes for Thomastown & Graiguenamanagh and advance to implementation stage subject to OPW approval & funding.
- Design tender and undertake the Rehabilitation Works Contract for the drainage culvert under Lady's Well Street, Pipe Street and Market Street in Thomastown Design.
- Breagagh Valley Park - Engage consultants to determine the most appropriate way to advance this Scheme through planning, detailed design and implementation.

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**

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

Supporting Strategies

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

- Water treatment (including source protection) – 20 no. schemes.

- Water network and related operations (including water conservation) – County mains network of 1,050km approx.

- Delivery of water to customer connections and collection of wastewater from customer sewers in accordance with Irish Water's protocols.

- Waste water treatment and related operations (including sludge management) – 32 no. schemes.

- Waste water network operations including combined sewers which discharge into the collection network.

- Sampling and testing in accordance with Irish Water's protocol.

- Regular reporting on activities.

- Project management and support of the water services capital programme.

- Promotion and development of new capital schemes for the County in conjunction with Irish Water.

- Management, technical and administration support in relation to the above.

Rural Water Programme
The key Supporting Strategy in respect of private & group supplies is the Rural Water Programme remains the responsibility of Kilkenny County Council. The Council will oversee the public and private group scheme sector and the budget covering the administration of the 2018 Programme when announced. The Council will receive and process applications for subsides from Group Schemes and will also process grant applications for private wells.

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

Key Actions for 2018 are as follows:

Annual Service Plan with Irish Water
- Implement the Annual Service Plan, as agreed with Irish Water.

- Meet a number of key performance indicators (these are joint KPI's between IW and KCC) as set out in the Annual Service Plan under the following categories:

  - ✓ Customer, e.g. response times to customers, customer complaints handling.
  - ✓ Compliance with Water and Waste Water Regulations, water leakage management, Capital Investment Plan.
  - ✓ Financial, e.g. budget compliance/financial targets.
  - ✓ Health & Safety, Irish Water Reporting Requirements, Transformation Initiatives.

Rural Water Programme
- Allocate grants and subsidies in accordance with Schemes as soon as allocations are known.

- Monitor water quality in the Group Water Schemes.

- Provide reports to the committee on the following: Upgrades to Group Schemes, Well Grants & Subsidies, and Incident Management & Water Quality.

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

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

Water (W1) as follows:

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

Core Objective
The Core Objective is to manage health and safety so as to prevent injuries and occupational illnesses of employees and those affected by any Council work activities.

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

Key Actions for 2018 are as follows:

- Ensure Health and Safety programmes and inspections as set out by the Safety Management Committee are implemented

- Implement a Training & Development Programme for Health and Safety requirements.

- Monitor safety inspection programme for service areas.

- Develop a culture of safety first throughout all services.

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

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 2018 are as follows:

- Complete the Internal Audit Plan 2019 in Q4.

- Assist & Facilitate the Local Government Audit- June to September.

- Coordinate Internal Audit Annual Plan with Local Government Audit Service.

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

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

- Maintain and update Audit Recommendations Tracker.

- Facilitate four meetings of the Audit Committee in 2018.

- Implement the 2018 Internal Audit Plan – 16 Audits/Checks planned to be completed during 2018.

- Deliver an in depth examination of sample of Capital and Revenue Projects totalling 5% or more of total spend in 2017 for the Quality Assurance Report of the Public Spending Code.

- Participate as required in several external Audit & Validation assessments including the Food Safety Authority, Fire & Emergency External Validation Groups assessment, the Service Indicator verification process, Irish Water's reporting & audits and with Enterprise Ireland's Cascade Audit of the micro enterprise programme and its other quarterly & annual verifications.

- Identify & manage Corporate Risk, document the risks & management of those risks in the Corporate Risk Register.

- Ensure the Organisation as appropriate against relevant risks.

- Implement the recommendations of Value for Money Reports/Studies undertaken in the Local Government Sector.

Performance Standards

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

DIRECTORATE OF

HOUSING, SOCIAL, COMMUNITY & CULTURAL SERVICES

SEIRBHÍSÍ TITHÍOCHTA, SÓISIALTA, POBAIL & CULTÚRTHA

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 2018 are as follows:

Rebuilding Ireland Programme

- **Construction Programme:** Deliver Target of 113 units of accommodation as set out in Rebuilding Ireland Programme for 2018.

- Progress sites, turnkey proposals to deliver target of 514 units for period 2019 to 2021 under Rebuilding Ireland.

- Update policy on the Disposal of Council Owned Private Site.

- **Capital Assistance Scheme (CAS):** Advance approved Schemes to completion and promote the current new CAS scheme targeting homelessness, disability and the elderly.

- **Vacant Homes Strategy:** Implement policy recommendations.

- **Turnkey:** Complete current schemes and proactively seek further turnkey schemes in 2018 subject to Department approval and funding.

- **Acquisitions:** Continue programme to acquire single units to meet housing need subject to Department approval.

- Continue programme to **acquire** single units to include the 'Buy and Renew' scheme and turnkey schemes.

- **CAS:** Advance all 2015 approved Schemes to completion and advance 2016 new applications for approval to the Department.

- **Voids:** Return all Long term voids back into productive use, subject to funding.

- Support New Homes Task Force.

Traveller Accommodation

Deliver objectives set out in Kilkenny County Council's Traveller Accommodation Programme 2014-2018:

- **Hebron:** Make provision for the requirements set out in TAP 2014-2018 within the City Environs.

- **Wetlands:** Complete Phase Three of Group Housing Scheme.

- **City & County:** Identify and acquire 15 houses to meet the accommodation needs of families throughout the City & County as follows:

  (i)   Kilkenny City & Environs: 6 Houses (To include 2 Transfer Applications);
  (ii)   Callan & Environs: 4 Houses;
  (iii)   Urlingford: 1 House;
  (iv)   Ferrybank: 2 Houses;
  (v)   Rosbercon: 2 Houses.

- **Local Traveller Accommodation Consultative Committee - L.T.A.C.C.**
  - Convene a minimum of 4 meetings of LTACC as prescribed in the Housing (Traveller Accommodation) Act, 1998.
  - Continue with efforts to engage a member of the Traveller community to represent St. Mary's Hebron on LTACC.
  - Support members of the Traveller community to attend available training to maximise their engagement with LTACC.

Disability Strategy
- Review policy on the assessment of all disability needs under the 4 Pillars by the Disability Steering Group.

- De-congregation of St Patricks Centre: Identify alternative accommodation in association with Approved Housing Bodies (3) and current Service Provider.

- Advance delivery of annual targets set out in the Strategy in a joint agency approach.

- Carry out adaptation works to Local Authority Houses to meet emerging priority disability needs.

Casual Vacancies & Allocations
- Return Casual Vacancies within 4 weeks for letting unless improvement works are necessary.

Housing Assistance Payment [HAP]
- Meet Department targets for the continued roll out of Housing Assistance Payment Scheme (HAP) i.e. 5 per week.

- Prioritise the transfer of Rent Supplement Clients to the HAP Scheme.

Rental Accommodation Scheme RAS
- Maintain the current level of RAS Stock (548) units and replace units removed from the scheme.

Leasing Initiative
- Implement new Leasing Initiative outlined under RI with Approved Housing Bodies including the *Mortgage to Rent (MTR)* scheme.

- Promote greater uptake of the revised *Repair and Leasing Scheme* to return vacant private single houses back into productive use as leased units.

- Review need for Protocol for Housing Provision involving Approved Housing Bodies.

Private Inspections
- Carry out inspections as identified in the Private Rented Strategic Work Plan 2018.

- Identify IT solution to replace manual administrative system and introduce handheld technology to record onsite inspections.

Housing Maintenance
- Commence work on the Stock Condition Survey and update data on iHouse system.

- Tender for plumbing and electrical services.

- Review and update policy on housing maintenance to LA stock including a Planned Maintenance programme.

- Identify IT solution to replace manual administrative system and introduce handheld technology for Foremen.

Energy Efficiency Works
- Target the remaining units to receive Measure 1 Works and commence Measure 2 works subject to Department allocation.

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

- Review and adopt new Regional Homeless Strategy.

- Work with Kilkenny Homeless Action Team (KHAT) to:

  - Co-ordinate the delivery of front line homeless services in Kilkenny.
  - Record and monitor referrals to homeless services.
  - Facilitate the arrangement of inter agency strategy meetings as required with the objective of providing a professional and integrative service to persons presenting as homeless or at risk of homelessness.
  - Engage at regional level through representation on The SE Regional Homeless Forum and the Regional Management Working Group.

- Target new facility/service for homeless women at County and/or regional level.

- Provision of 5x1 bed transitional Apartments at Greensbridge to accommodate homeless women.

- Service Level Agreements to be implemented for Greensbridge and Good Shepherd Centre.

- Review policy on Homeless Assessment & Allocation and review Tenancy Sustainment Service.

- Identify additional units for the Housing First Initiative.

Housing Allocations & Assessments
- Carry out National *Housing Needs Assessment* 2018.

- Review Reletting/Allocations Procedure for Casual Vacancies.

- Participate in SE Regional Review and update iHouse software system and arrange regional training.

- Examine the provision of *Choice Based Letting* System (CBL) as a means to allocate housing units.

- Review tenancy agreements with a view to introducing Deposits at time of making the allocation.

Housing Rents
- Harmonise housing rents schemes to address current anomalies.
- Carry out Rent Review in 2018.

Housing Loans
- Introduce Rebuilding Ireland Home Loan Scheme 2018 from 1st February 2018.

Incremental Tenant Purchase Scheme
- Review the operation of the Incremental Tenant Purchase Scheme.

Private Grants
- Assess all HOP applications received to prioritise those in greatest need having regard to limited funding.
- Process all Emergency and Priority 1 applications for funding under HGD/MAG.
- Review operation of current OT Service and tender for creation of new Panel for OT Services.
- Review policy on HOP Grant Scheme.

Estate Management
- Further expand the 2018 Tidy Estate/Community Awards Programme and provide funding and community supports to community/resident groups.
- Further develop Interactive on line community information/newsletter and develop the Housing website online communication.
- Pride of Place - submit 4 applications from around the County to the national competition.
- Implement the Large Estate Grants for 4 to 6 projects.

Voluntary Housing
- Consultation with Approved Housing Bodies to ensure adherence with the Voluntary Code of Regulation e.g. Rent Schemes, Registration, allocation scheme.

LG Auditor Report
- Review and update Operational Procedures Manual.

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 Cost
H4:	Housing Maintenance Cost
H5:	Private Rented Sector Inspections
H6:	Long-term Homeless Adults

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

Supporting Strategies
The Supporting Strategies provide advice and information on the Local Community Development Committee (LCDC) and its role in the County in relation coordination, management of and improvement of the coordination of 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 2018 are as follows:

- Support the LCDC, it Sub Groups and the LECP Advisory Committee with regards to oversight and monitoring of the implementation of annual action plans as part of the community element of the Kilkenny Local Economic and Community Plan (LECP) 2016-2021.
- Manage the Contract for the provision of Social Inclusion and Community Activation Programme(SICAP).
- Implement actions from the LECP including a needs analysis of Lone Parents, a socio Economic Plan for Callan, ongoing support to the Castlecomer and Ferrybank communities with regards to their Socio Economic Plans, finalize the Audit of Community Arts Youth & Sports facilities and programmes, work with agencies to direct capital funding to support gaps identified in the Audit.
- Implement Community Development funding programmes including SICAP, CLÁR, RAPID, Community Facilities Grant, and Small Scale financial support for social inclusion events.
- Support and develop a local Healthy Ireland Strategy that addresses health inequalities of LGBTI, ethnic minorities, homeless, people with a disability, mental health and suicide, Travellers and substance misuse which includes general population and programmes.
- Provide ongoing support to the Public Participation Network including the employment of a PPN Development worker, the provision of office accommodation and the provision of information, guidance and advice.
- Support Traveller engagement and participation in local structures.
- Deliver enhancement projects for the Ferrybank Area in partnership with local residents and partnerships.
- Implement the Kilkenny City RAPID Scheme.
- Undertake a Funding Data Gathering and Mapping Exercise.
- Co-ordinate the Refugee Re-Settlement Programme.
- Arrange Health Checks for Callan, Inistioge and 6 other Towns/Villages.
- Facilitate the preparation of the Callan Town Renewal Plan with the local community.

- Facilitate the preparation of the Inistioge Village Renewal Plan with the local community.
- Support the delivery of Projects under the 2017 Town and Village Renewal Scheme.
- Implement the 2018 Town and Village Renewal Scheme, on its announcement.
- Arrange for the preparation of the Graiguenamanagh/Tinnahinch River Bank Vision Statement.
- Implement a Countywide Paint Scheme for commercial premises.
- Expand the Community Development role in rural areas through the Municipal District Offices.
- Implement the Council's Community Cultural Facilities Capital Grant Schemes.
- Co-ordinate the 2018 Pride of Place Entries and Awards.
- Implement the Estate Management Grants Schemes.
- Arrange the Tidy Estates Awards.
- Promote the Community CCTV Scheme.
- Provide Community Group Development and Support where considered necessary.
- Deliver 4 Quarterly Interactive Community Newsletters.
- Develop an on line one stop shop on community grants and information.
- Arrange Grant Information Workshops for Elected Members and for Community Groups.
- Assist communities to develop funding applications and projects.
- Support the preparation and implementation of the Kilkenny County Council Cultural Strategy- Arts, Heritage and Libraries 2018-2022.

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)

Core Objective

That Kilkenny will be a great place to grow old in, to be enjoyed and appreciated by everyone, and be a County that enables its people to age with security, dignity and the capacity to participate as citizens to their fullest potential.

Supporting Strategies

The Supporting Strategies provide for the improvement of the health and quality of life of older people in the County, an increase in the participation of older people in the social, economic and cultural life of the community and building upon existing services and supports for older people.

Key Actions for 2018 are as follows:

- Kilkenny County Council will support the Age Friendly Alliance to implement the Kilkenny Age Friendly Strategy and its key actions in eight specific areas as follows through participation and engagement of key staff at Alliance level.

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

- Prepare Annual Report for 2017.
- Implement work programme for 2018.
- The facilitation of ongoing Agency Reporting to the Alliance.
- Provide support to the Kilkenny Seniors Council.
- Provide support to the Carlow Kilkenny Services Providers Forum.
- Enable Thomastown to become an Age Friendly Town and assist in the preparation of an Age Friendly Plan for the town.
- Seek further opportunities to include Age Friendly concepts in planning, design and in the provision of Council services.

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

CHILDREN & YOUNG PEOPLE
LEANAÍ & DAOINE ÓGA

Core Objective

In line with the National Children's Strategy 2000 and the National Policy Framework for Children and Young People 2014-2020, 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 2018 are as follows:

- **Kilkenny Comhairle na nÓg** – Operate a strong and active Comhairle na nÓg structure in Kilkenny throughout 2018, with an emphasis on inclusion of schools who have not participated previously and young people from lesser heard communities.

- Comhairle na nÓg will develop two topics of concern to young people in Kilkenny and implement appropriate actions as necessary.

- **The DRUM Youth Café** – facilitate and support the operation of the DRUM youth café at MacDonagh junction for 12- 18 year olds.

- **Children & Young Persons Services Committee [CYPSC]** – Support the development and operation of the Kilkenny Children and Young Person Services Committee through active participation of agencies, service providers and youth representatives delivering services to Children & Young People throughout Kilkenny. The CYPSC committee will develop its first strategic plan to inform appropriate future projects and funding opportunities in the County.

- **Young Social Innovators** – provide support to the running of the popular civic engagement programme in the County and the social innovations that young people are pursuing.

- **National Play Day & National Recreation Week** – Facilitate the provision of these important events for children and young people in Kilkenny.

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 (Y1) as follows:

Y1:   Participation in Comhairle na nOg Scheme

Core Objective
The Core objective for the Library Service is to continue to be a key resource in local communities, delivering a broad range of services to meet a diversity of needs in information, learning, literacy, employment skills, business and leisure.

Supporting Strategies
The Supporting Strategies provide for the capital development of library infrastructure subject to available resources, building partnerships and networks across the community, 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, utilising and embracing new technologies where feasible and appropriate, strategically positioning services and library collections to reflect community and individual needs, expanding the service on offer where feasible, providing a structured annual cultural programme incorporating events across the library network , developing a marketing strategy and being part of a national promotional strategy for libraries.

Key Actions for 2018 are as follows:

INFRASTRUCTURE AND SERVICE DELIVERY
- Kilkenny City "Phase 2" capital development to be progressed and review suitability of sites for relocation of Thomastown Library.
- 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 measure and investigate potential grant aid in conjunction with the Energy Officer.
- Ensure compliance with Health and Safety and Disability legislation. Develop a rolling annual programme of works and adoption of the library health and safety statement.
- Prepare and implement the 5 year library development programme as part of the Kilkenny County Council Integrated Cultural Strategy-Arts, Heritage and Libraries 2018-2022 in line with relevant national, regional and local strategies and policies.

WORKFORCE DEVELOPMENT
- Develop a training schedule based on needs and customer expectations regarding service delivery and national and local library strategies. Liaise with HR training officer to source and provide relevant training.
- Develop and implement in-house and online training where possible.
- Review staff scheduling and roles and align staffing resources to service needs and priorities in line with national and local strategies.

SERVICE DEVELOPMENT
- Maximise opportunities to market and promote library and cultural services to the wider community via local media, online and social media and increase membership figures.
- Continue to participate in the national Summer Reading Challenge to create awareness and increase usage as part of the Right to Read campaign.
- Ensure the library's collections reflect community and individual needs to ensure alignment of collections and budgets with local catchment areas.
- Ensure funding levels are increased in line with recommended capita stock fund target of €4.00. It currently stands at €0.97.

COLLABORATION AND PARTNERSHIP
- To support Kilkenny Age Friendly County Strategy 2017-2022, implement and deliver on actions.

- Liaise with relevant organisations both locally and nationally to develop sustainable partnerships and promote the library as an accessible, cultural, community and educational space.
- Continue to participate in national initiatives as per new National Library Strategy - Right to Read Literacy campaign, Work Matters, My Open Library and Healthy Ireland at your Library.
- Prepare and progress the Kilkenny County Council Culture and Creativity Strategy 2018-2022 as part of the national Creative Ireland Programme and implement cultural programmes as part of the Culture and Creativity Action Plan for 2018.
- Increase engagement with citizens using LCDC and PPN structures and progress objectives in the LECP plan.
- Support the delivery of the Decade of Commemoration Programme.

ICT AND DIGITAL DEVELOPMENT
- Redesign and restructure library website content and functionality to improve traffic and encourage access to our virtual library.
- Encourage use of KCC alerter system.
- Continue to facilitate digital literacy skills classes.
- Continue to upgrade and invest in ICT infrastructure across the branch network and roll out the self service RFID technology and mobile WIFI printing service.
- Implement further modules as part of Sierra - the national Library Management system
- Continue to Implement and promote the suite of 24/7 national online services to the public.
- Expand use of infographics to reflect service delivery.
- Investigate other interactive online platform opportunities for promotion.
- Provide local studies digital content for Borrow Box e-audio and eBooks service.

LOCAL STUDIES SERVICE
- Continue to provide access to the collection of archives and back stock in existing formats in the store and fulfil requests as part of the interlibrary loan system nationally.
- Rollout the 2 in-house digitisation collections in Graiguenamanagh and Local Studies onto a dedicated Kilkenny digital archive platform. Plan and progress a 3rd project in Castlecomer.
- Continue to invest and preserve the collective history and heritage of County Kilkenny via the local studies department and increase usage of this service.
- Continue to provide a referral and advisory service to family history queries and facilitate workshops when resources allow.
- Continue the retrospective cataloguing of old Irish themed non-fiction historical material.

OTHER
- Explore and identify funding, sponsorship and partnership opportunities that will assist the delivery of sustainable programmes and services.
- Develop effective evidence based reporting to review statistical data for reporting bodies.
- Identify and develop local indicators to ensure the range and depth of usage is monitored and reflected.
- Compare and monitor usage of all library services and keep abreast of other models of library measurement from a best practice point of view.

Performance Standards

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

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

L1:   **Library Visits & Issues**
L2:   **Cost per capita of operating a Library Service**

ARTS - EALAÍON

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

Supporting Strategies
The supporting strategies provide for development and implementation of an arts policy, to develop, co-ordinate, motivate, inspire and empower artistic activity throughout the City and County, to co-ordinate key cultural events, and to provide funding to festivals and infrastructure.

Key Actions for 2018 are as follows:

- The Creative Ireland programme.
- Kilkenny County Council Cultural Strategy- Arts, Heritage and Libraries 2018-2022.
- Development of the Kilkenny Music Generation programme.
- Commence development in 2018 of the new Butler Gallery on the Evan's Home site.

Literature Programme - promote public access, participation and engagement in the following:

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

Community/Education/Lifelong Learning

- Continue to research and design high quality community and education programmes to suit diverse sectors of the community.
- **Culture night** - Support and deliver events celebrating the Arts.
- **Siamsa** – devise and deliver term time workshops for children.
- **Open Circle Community Arts Collective**: Develop quality arts engagement for women in Kilkenny.
- **BOOKVILLE Festival**: Participate in partnership with the Library Service in this festival for families and children.

ArtLinks
Professional development opportunities for emerging and professional artists in all disciplines in partnership with Carlow, Wexford, Waterford Local Authorities.

- Continue to develop our partnership with our ArtLinks partners. In 2018 the programme will continue to provide its bespoke developmental supports and services which currently include the following:
  - ❖ ArtLinks Bursary Programme for professional and emerging artists and artistic collaborations.
  - ❖ ArtLinks Programme Mentoring Programme.
  - ❖ ArtLinks CPD Training.

Artists supports & Grants

- Administer the following **grants and bursaries**
  - Arts Act Grants – individuals and communities.
  - Tyrone Guthrie Award.
  - The Moth bursary.
  - KCAT / Open Circle Scholarship.
  - School subsidies.
  - Words Ireland mentoring national programme.

- **Bealtaine Commission** - Partner with the Bealtaine National Office and the Arts Offices of Wexford and Waterford to commission an artist to work with communities across the three counties and to produce work for exhibit in May 2019.

- **Bring Your Own Chair** – Partner with Callan Workhouse Union, the Arts Council of Ireland, Create/CAAP, DCCOI, Kilkenny County Council, Waterford County Council, Wexford County Council and Kilkenny Leader Partnership in a rural programme based around reclaiming public space for collective experience and action.

Exhibitions

- Support exhibition and event programme in Dean Street and other venues.

Other

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

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

Core Objectives

The Core Objectives are the protection and sustainable management of Kilkenny's heritage for the benefit of current and future generations through the collection of data to inform its protection, the promotion of participation in, access to, awareness and enjoyment of our heritage by all.

Supporting Strategies

The Supporting Strategies provide for advice and information on heritage issues; developing policies and priorities for the identification, protection, conservation and enhancement of Kilkenny's heritage, collecting and collating heritage data and promoting heritage awareness & education throughout the County, and working with the Kilkenny Heritage Forum in the preparation and implementation of the County Heritage Plan and the County Biodiversity Plan, funded in partnership with the Heritage Council.

Key Actions for 2018 are as follows:

- **Kilkenny Heritage Plan Programme Projects** - support and deliver the following:

  o **Kilkenny Field Names Project** - co-ordinate the work with local communities to record and map field names and cultural heritage.

  o **County Kilkenny Oral Heritage Audit** - undertake an audit of all Kilkenny oral collections and recordings, and create a publically accessible database.

  o **Kilkenny Heritage Awareness Programme** - undertake strategic awareness programme including co-ordination of Kilkenny Heritage Week, International Biodiversity Day, and International Day of Sites & Monuments.

- **Kilkenny County Council Cultural Strategy- Arts, Heritage and Libraries 2018-2022** - complete & publish; explore possibility of a small scale community heritage grant scheme.

- **Kilkenny Heritage Forum** - support and co-ordinate.

- **Creative Ireland Programme** - prepare and implement County Kilkenny Culture and Creativity Plan 2018-2023 Plan, 2018 Implementation Plan, and Creative Ireland grant scheme with match funding from the national Creative Ireland Programme, run, organise event for Cruinniú (national children's cultural festival).

- **Local Authority Tidy Towns Pollinator Award 2018** - Co-ordinate, with other Local Authorities, the Pollinator award and support Tidy Towns groups in County Kilkenny.

- **Global Biodiversity Information Forum 2018** – deliver with the National Biodiversity Data Centre a biodiversity project to record and highlight Kilkenny's biodiversity and present same at the Global Biodiversity Information Forum in Kilkenny in October.

- **Historic Graveyards** - provide advice & support to communities and Local Authority on works in historic graveyards and the County Council Graveyard Grants Scheme.

- **Local Economic & Community Plan** - Implement heritage actions.

- **National Inventory of Intangible Cultural Heritage** - assist Department of Culture, Heritage and the Gaeltacht in completion of the national inventory on intangible cultural heritage (social practices, customs, traditional crafts, oral heritage etc.

- **Iverk Show Heritage Project 2016 - 2026** - facilitate the collection, archiving & exhibition of the show's heritage resource in preparation for 200 year commemoration.

- **Granny Castle Heritage Interpretation** - install & organise launch of 3 heritage interpretation signs at Granny Castle.

- **Callan Charter** - organise for the conservation, and appropriate display/storage of material.

- **Irish Walled Towns Network** - install & organise launch of 2 heritage interpretation signs at James Street, Kilkenny.

- **River Nore Heritage Audit** - Edit and publish Audit.

- **Waterways Cultural Heritage Project** - assist Waterways Ireland in recording and promoting cultural heritage on the waterways.

- **Maps, Monuments & Memories Publication** - in partnership with TII, complete editing and publish this book on the archaeological landscapes of County Kilkenny.

- **Civic Memorials & Naming Infrastructure Committee** - assess applications submitted under Civic Memorials Policy, and attend committee meetings as requested.

- **Valuing Heritage** - disseminate to the public the infographic on the value social, economic and health & wellbeing value of our heritage in partnership with Meath, Kildare and Cork City Local Authorities.

- **Decade of Commemorations 2018-2023** - Liaise with implementation team and provide input on heritage aspects of same, as required.

- **European Year of Cultural Heritage 2018** - support and assist projects to document and promote Kilkenny's cultural heritage as part of the European Year of Cultural Heritage EYCH2018.

- **GIS maps** - complete and upload GIS maps on Kilkenny's heritage so that it is accessible to the public and LA.

- Deliver regular "Heritage News" ezines, and posts to Facebook.

- Manage and update www.kilkennyheritage.ie as a one-stop-shop resource and archive on Kilkenny's built, natural and cultural heritage.

- Provide heritage input to County Council grant schemes and programmes (Agenda 21 Grants, CCFSC etc).

- Co-operate with other agencies on heritage projects.

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

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

Core Objective

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

Supporting Strategies

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

Key Actions for 2018 are as follows:

- Implement the Primary Schools Programme throughout to Q4 2018.
- Carry out talks/Demonstrations Road Safety Programme- Ongoing to Q4 2018.
- Implement Home Fire Safety Visits- Ongoing to Q4-2018.
- Carry out Fire Safety in the home talks/demonstrations- Ongoing to Q4 2018.
- Deliver a Fire Safety Seminar – Q4 2018.
- Carry out Fire Station Visits and Open Fire Safety Days in all stations - Q3 2018.
- Administer Fire Safety Certificate Assessment process and hold Fire Safety Clinics.
- Develop Dangerous Substances licence process on Diamond.
- Implement KFRS Fire Safety Plan 2016-2020.
- Assess Licensing applications under Intoxicating Liquor Acts.
- Review of buildings under the Fire Services Act.
- Respond to fire and other non fire emergencies 24hrs a day 365 days a year - on average 800 p.a.
- Monitor of Fire Brigade response and attendance times.
- Review of Safety Statements.
- Implement KFRS Safety Management Plan.
- Deliver quality training e.g. Flooding First Responder, ESDS, Emergency First Responder, Pump Operators.
- Procure Structural Firefighting Clothing- Q4 2018.
- Upgrade Road Traffic Collision equipment- Q3 2018.
- Upgrade facilities in all fire stations as per Section 26 Plan.
- Upgrade of fire service vehicles as per the section 26 Plan.
- Identify and plan for a new site for Kilkenny City Fire Station.
- Open a new fire station for Graiguenamanagh Fire Brigade - Q2 2018.

- Oversee the planning and design of a new fire station for Urlingford Fire Brigade.
- Develop the IT system for all stations.
- Review Major Emergency Management Plan.
- Review and Test Nitrofert under Seveso Regulations .
- Review Flood Emergency Response Plan .
- Review Severe Weather Plan (excluding flooding).
- Develop Pre incident Plans.

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

Fire Service (F1-F3&P5) as follows:
F1:   **Cost per Capita of the Fire Service**
F2:   **Service Mobilization**
F3:   **Percentage Attendance Times at Scenes**
P5:   **Applications for Fire Safety Certificates**

DIRECTORATE OF

PLANNING, ECONOMIC & ENVIRONMENTAL SERVICES

PLEANÁIL SEIRBHÍSÍ EACNAMAÍOCHTA & COMHSHAOIL

Core Objective

The core objectives & supporting strategies provide for balanced sustainable development while affording protection of the natural and built environment of the City & County so as to ensure an enhanced physical and socio-economic infrastructure, enhanced quality of life and a sound economic base on which to deliver local sustainable employment.

Supporting Strategies

Amongst its supporting strategies are the regular review of plans and policies and providing for the strategic planning of: Kilkenny County, Kilkenny City & Environs as a designated Hub, & Ferrybank/Belview promoting the Waterford Gateway, providing for the development of sustainable neighbourhoods, protecting the built and natural environment, provide an effective and efficient high quality planning service encompassing pre-planning consultations, planning assessment, decision making and enforcement processes and working in partnership with key stakeholders in the implementation of all National and Regional Plans and Guidelines.

Key Actions for 2018 are as follows:

- Provide an efficient planning control service by ensuring all applications are dealt with within a timely manner and in accordance with the relevant legislation.

- Provide Pre Planning Clinic service in all Municipal Districts Offices on a weekly or fortnightly basis as required.

- Complete review of Development Contribution Scheme.

- Commence work on a new Callan Local Area Plan.

- Complete and adopt Ferrybank/Belview Local Area Plan.

- Complete and adopt the Castlecomer Local Area Plan.

- Commence revision to Loughmacask Local Area Plan.

- Complete Urban design criteria and development code for Abbey Creative Quarter Masterplan.

- Provide input into the preparation of the Regional Economic and Spatial Strategies (RSES) ensuring that Kilkenny has a strategic role to play in the future development of the region.

- Proactively engage with Waterford City & County Council in the preparation of the Metropolitan Area Strategic Plan (MASP) under the RSES .

- Commence work on the preparation of a vision for Kilkenny City & Environs 2040 and the greater Waterford City area 2040.

- Prepare a variation to County Development Plan to incorporate the villages of Fiddown, Piltown and Gowran.

- Prepare variations for the vacant sites levy for County and City development plans.

- Implement Vacant site Levy.

- Review Derelict Sites.

- Implement provisions of the Building Control Act and Regulations, maintain Public Register and inspect at least 12% -15% of construction sites and take relevant enforcement action where required.

- Review risk assessment for site inspections.

- Prepare a report to compare construction standards between opt out /non opt out housing construction projects.

- Monitor bonds on a monthly basis and submit claim on bonds as required.

- Advance progress on current applications for taking in charge, complete the taking in charge of a minimum of 12 estates by the end of 2018.

- Progress remedial works on residential developments secured with Anglo Irish bonds.

- Continue to monitor unfinished developments and avail of any national grant aid & funds from Irish Water to carry out site resolution works.

- Deal with all planning complaints within 6 weeks of receipt, take appropriate action by the issue of warnings letters or enforcement notices were required.

- Continue enforcement actions for unauthorised signage in Kilkenny City.

- Provide advisory service in related to protected structures and avail of government grants to assist owners to improve and preserve protected structures.

- Continue the audit of protected structures in the ownership of Kilkenny County.

- Make additions to the Record of Protected Structures by the end of 2018.

- Implement National e-planning project.

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**

ENVIRONMENTAL PROTECTION
COSAINT COMHSHAOIL

Core Objective

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

Supporting Strategies

There are a large number of Supporting Strategies across several areas including the communicating of relevant EU, national, regional and local environmental objectives to the public, shared services in the areas of waste management planning, waste collection permits, co-ordination of waste enforcement, veterinary service provision in Carlow and Kilkenny, public participation in river basin management planning through the Local Authority Waters and Communities Office (LAWCO), 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 implementation of Countywide Sustainable Energy Action Plan (2016 – 2020) and sourcing of funding for energy projects, implementation of the Joint Waste Management Plan for the Southern Region (2015 – 2021), implementation of the National River Basin Management Plan for Ireland (2018 – 2021), implementation of climate change actions in the National Adaptation Framework (2018), 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.

Key Actions for 2018 are as follows:

Waste Management

- Implement the objectives of the Southern Region Waste Management Plan 2015 - 2021.
- Operate a full service waste recycling and disposal centre at Dunmore and undertake a review of operations of the centre in 2018.
- Facilitate the operation of a privately run full service waste recycling and disposal centre at Granny, South Kilkenny.
- Operate 40 bring facilities throughout the County.
- Prepare and implement RMCEI Waste Environmental Inspection Plan 2018 (Recommended Minimum Criteria for Environmental Inspections) to include for inspection of rivers, businesses, septic tanks and approximately 150 farms.
- Adopt and implement new Litter Management Plan 2018-2020. This will include litter pollution and litter quantification surveys.
- Prepare and implement an Environmnetal Education and Awareness Strategy for 2018.
- Assess Waste Permit applications and issue permits and registration certificates.
- Implement street cleansing and litter management programme.
- Review Temporary Signage Policy.
- Prepare and secure funding to implement a new Anti-Dumping Initiative for 2018.
- Review and update the Presentation of Waste Bye-Laws.

Tidy Towns
- Facilitate the Tidy Towns Forum to encourage networking among Tidy Town Groups.
- Assist Tidy Towns groups through education and awareness initiatives.
- Provide anti-litter and environmental partnership grants to community groups.
- Co-ordinate the Ireland and County Kilkenny entry (i,e, village of Inistioge) in the European Entente Florale Competition.

Water Quality
- Continue to implement (as Joint Lead Authority with Tipperary County Council) the co-ordination of local authorities and public engagement in the river basin management planning and implementationof LAWCO Office.
- Adopt Plan and implement objectives in the National River Basin Management Plan 2018 – 2020.
- Continue reviews of existing discharge licences and issue revised authorisations.
- Participate in National Sampling Programme for the Water Framework Directive Monitoring programme.
- Review and update the Coastal Pollution Plan.
- Review and update the Environmental Sub-Plan of Major Emergency Plan.
- Consider review of existing WFD Implementation Plan in light of new National River Basin Management Plan 2018-2021.

Water Safety
- Provide summer Lifeguard Service at five river locations on Rivers Nore and Barrow.

Air Quality
- Promote local awareness of air quality.
- Installation of new Air Quality Monitoring station at Castlecomer with live feed link to County Council's website.
- Solid Fuel Regulations – Implement Smoky coal ban.
- 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.

Noise
- Initiate the review and development of County Noise Action Plan 2019-2023 in conjunction with the Transport Department.

Veterinary Services
- Implement Food Safety Authority of Ireland [FSAI] food safety service contract for Counties Carlow and Kilkenny.
- Operate Dog Shelter, collect Dog Licence fees and implement Control of Dogs Act.
- Inspect and register Dog Breeding Establishments.
- Implement Control of Horses Act and review effectiveness of associated Bye Laws.
- Review existing Dog Welfare Charter with a view to expanding as an Animal Welfare Charter to include the Council's responsibilities under the Control of Horses Act.

Climate Action
- Continue co-operation and support to the new 3CEA (Three Counties Energy Agency) over a broad range of energy projects. (Note the 3CEA replaced the former Carlow Kilkenny Energy Agency in January 2018.)
- Assign a new resource to Climate Action during 2018.

- Gather data and prepare Climate Change Adaptation Strategy for Kilkenny.
  - Form an adaptation team and prepare the ground.
  - Assess the current adaptation baseline.
  - Assess future climate risk.
  - Identify, assess and prioritise adaptation options.
  - Develop an adaptation pathway map and draft an adaptation strategy.
  - Mainstream, monitor and review the adaptation strategy.

Burial Grounds
- Operate 14 burial grounds throughout the County.
- Implement Community maintenance grant scheme for burial ground committees.

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

Environmental Information
- Process requests for environmental information under Access to Information on the Environment Regulations.
- Implement improved document management system.

Customer Service
- Continue pilot of the new Customer Relations Management (CRM) system in Environment Section, before roll out to other Service Departments.
- Continue to respond to environmental complaints from members of the public. The Environment Section responded to 1055 complaints over the full range of environmental areas during 2017. (This was an increase of approximately 100 on 2016).

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

ENERGY - FUINNEAMH

Core Objective

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

Supporting Strategies

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

Key Actions for 2018 are as follows:

- Participate in a pilot study with the European Real Value project on five council buildings to investigate the energy efficient use of storage heating.
- Continue to support communities in Kilkenny to become more energy efficient, and advising the communities and the public on the grant supports available.
- Update and improve energy data on Kilkenny County Council's Monitoring & Verification energy reporting platform.
- Generate and present Display Energy Certificates (DEC's) in local authority buildings with a floor area of 250m2 and frequently accessed by the public.
- Renew SEAI Energy Map training for the Energy Team.
- Implement and develop the Covenant of Mayors Sustainable Energy Action Plan.
- Investigate potential funding opportunities for energy projects in Kilkenny.
- Energy Awareness campaign in County Hall in partnership with the OPW's Optimising Power @ Work.
- Carry out energy audits in Council buildings to identify energy saving opportunities.
- As street lighting is one of the largest energy consumers, the energy office will continue to work with the roads office in identifying projects that will be progressed throughout 2018 with a view to further develop the long term strategy for public lighting in Kilkenny.
- Provide energy management services (utility bill analysis, auditing, awareness, project identification).
- Continue the Energy Awareness campaign for Fire Service and Library Service.
- Investigate suitable projects for the Better Energy Communities (BEC) scheme for 2018.

Performance Standards

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

ECONOMIC DEVELOPMENT & ENTERPRISE SUPPORT
FORBAIRT EACNAMAÍOCH & TACAÍOCHT EACNAMAÍOCH

Core Objectives

The Core Objective is to support and promote the expansion and development of the 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, through projects and measures to improve 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 and Enterprise (SPC1) and the Local Community Development Committee (LCDC).

Key Actions for 2018 are as follows:

- Facilitate the development of the LECP Economic Actions Implementation Plan for 2018-2021 and support its delivery.

- Support the development of third level education provision in Kilkenny.

- Develop an investment strategy for Kilkenny in the context of Ireland 2040.

- Identify and support the development of strategic projects under the Enterprise Ireland Regional Enterprise Development Fund (REDF).

- Develop a digital strategy for County Kilkenny.

- Continue to promote the Invest Kilkenny Brand, marketing Kilkenny as a place to invest and do business through close collaboration with our partners including IDA Ireland and Enterprise Ireland.

- Continue to develop an up to date database of vacant commercial property across the County and creating relationships with businesses and individuals involved with commercial property.

- Continue to build and strengthen relationships with local stakeholders and liaise with Enterprise Ireland and IDA to assist with their clients' needs in expansion and investments.

- Develeop the Abbey Quarter and Belview Port Area as strategic industrial sites for Kilkenny, through research, proposition development and marketing.

- Continue to promote the Small Business Vacant Premises Incentive Scheme, designed to encourage the use of vacant commercial buildings thereby generating economic activity.

- Continue to support local communities to participate in national initiatives such as the Bank of Ireland Enterprising Town Awards.

- Promote Council support & the Local Enterprise Office to existing and new Kilkenny businesses.

Performance Standards

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

Economic Development (J1 to J4) as follows:

J1: No. of jobs created

J2: Trading Online Vouchers

J3: No. of mentoring recipients

Core Objectives

The Core Objective is to support tourism development throughout Kilkenny, working with key stakeholders – public and private, voluntary and professional to implement Kilkenny's Statement of Tourism Strategy and work Programme 2017 – 2022, to maintain Kilkenny's position as the finest Cultural and Heritage destination in Ireland.

Supporting Strategies

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

Key actions for 2018 are as follows:

- Reach new target markets and increase the volume of international visitors to City, County and Region, through marketing initiatives and attendance at domestic and overseas trade shows and conferences.

- Develop food tourism throughout the County under the *#tastekilkenny* brand, linking producers and restaurants for maximum economic opportunity.

- Drive the 'One Kilkenny' approach to tourism development in City and County with increased focus on locations such as Woodstock Gardens, Castlecomer Discovery Park and Kells Priory.

- Renew and refocus Destination Kilkenny, to ensure a coherent approach to destination development, maximising benefit to the tourism trade by implementing world class standards.

Performance Standards

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

Economic Development (J4) as follows:

J4: Tourism

AMENITY, SPORT & RECREATION
SPÓRT & CAITHEAMH AIMSIRE TAITNEAMHACHTA

Core Objective

The Core Objective is to promote and foster health and well being for people of all ages across the County through the provision of facilities which are accessible to all.

Supporting Strategies

The Supporting Strategies include the planning and development of sporting, recreational, play and amenity facilities and activities for the enjoyable and constructive use of leisure time, in conjunction with the Kilkenny Recreation & Sports Partnership and other relevant agencies and groups.

Key Actions for 2018 are as follows:

Playground Development

- Provide assistance to community groups to plan, source funding for and develop community playgrounds particularly focusing on areas in the County currently underprovided for.
- Provide assistance to communities to maintain playgrounds in their areas to a high standard and ensure playgrounds continue to meet the requirements of EN1176 and EN1177 in relation to playground safety.
- Continue to implement weekly, quarterly and annual playground inspection plans for 26 Council owned playgrounds and address operational issues as they arise.
- Plan for future development in the provision and upkeep of playgrounds as they age and require replacement.

Sports Pitches

- Enter into short term lease agreements with sports clubs to allow them access to Council owned pitches for games and training (5 in total).
- Facilitate clubs in entering into long term lease arrangements to enable them to access grant assistance where relevant.
- Continue to maintain pitches, upgrading areas of wear and tear where required.
- Continue weekly inspections of goal posts.

Kilkenny Greenway

- Conclude the process on two Part 8 planning applications to facilitate the development of the Kilkenny Greenway.
- Prepare tender documents and develop detailed design drawings for the development of the Kilkenny Greenway.
- Prepare application for funding for the Kilkenny Greenway under the Department of Tourism Funding Programme, expected to be announced in Q2 2018.
- Work in conjunction with the South East Regional Greenway office to ensure connectivity to existing and planned Greenway developments across the south east, including the Waterford Greenway andthe Red Bridge Walking Trail in New Ross.
- Develop a feasibility study for the development of the St. Mullins Greenway with a view to creating connectivity to the Redbridge Walking Trail and in turn to the Kilkenny Greenway.

Ferrybank Neighbourhood Park (LIHAF)

- Prepare tender documents and detailed designs for the Ferrybank Neighbourhood Park.
- Select successful tenderer and oversee works on site with the aim to deliver the Park by the end of 2018. This will include continued engagement with the local community during the planning and development of the Park.

Woodstock Gardens
- Apply to structures at risk fund (Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs) for funding towards stabilising garden buildings at risk of collapse.
- Finalise planting of Winter Garden and prepare gardens for Entente Florale competition in Summer 2018.
- Develop an extension to the playground area at Woodstock by creating a natural outdoor play area focused on natural elements and nature play.
- Continue to promote events to attract members of the public to the gardens.
- Run events to coincide with Play Day and Heritage Week.
- Implement a planting programme following recent storm damage.

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

Water Sports Base
- To continue to work with clubs and local partners to explore the options for developing a shared facilities for water based clubs.

Skate Park
- Support the preparation of tender documents and development of detailed design for the proposed Kilkenny Skate Park. This will include continued engagement with the local community during the process.
- Support application for Sports Capital funding for the development of the Skate Park.

St Canice's Site
- Explore the development of an overall masterplan for a local recreational amenity at the St Canice's site in conjunction with the HSE, Kilkenny County Council and local clubs.

Amenity Grants
- Invite and process applications for amenity grants to enable communities to maintain their local areas. This will include assisting local communities with related advice.

Trails & Walks
- Implement projects which have received funding under the Outdoor Recreational Fund namely: Kilkenny City River Walks Signage, Kells to Ennisnag River walk, and Cleaning of River Nore Valley Walk.
- Identify further trails and projects and prepare applications for 2018/2019 funding.

Taking in Charge of Estates – Landscape works
- Assist the Planning Department in completing outstanding ground and landscape works to allow the estates to be formally taken in charge by Kilkenny County Council. Works are due to take place in the following areas: -

  - Aylesbury, Ferrybank
  - Bradog Way, Gowran
  - Cois na Bearu, Graiguenamanagh
  - Lios na Sli, Johnstown
  - Belfield, Ferrybank
  - Brookfield, Ballyhale
  - Glenvale, Ballyragget

Urban Tree Management 2018
- Manage tree surgery requests from members of the public and prioritise trees in public areas for pruning for safety and to maintain them for their amenity value.
- Identify tree planting locations to ensure a continued stock of quality trees in urban areas.

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

DIRECTORATE OF

FINANCE,
INFORMATION TECHNOLOGY
& FACILITIES

AIRGEADAS, TEICNEOLAÍOCHT
FAISNÉISE & ÁISEANNA

FINANCIAL MANAGEMENT & MOTOR TAXATION
BAINISTÍOCHT AIRGEADAIS & MÓTARCHÁIN

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

Supporting Strategies
The Supporting Strategies are as follows:

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

Key Actions for 2018 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.
- Develop / Implement new automated management accounting reporting facility.
- Regular meetings to be held with Managers / Directors to review performance against budgets.
- Daily/Weekly monitoring of cash balances to ensure optimum use of the cash/overdraft facilities.
- Complete the 2017 Annual Financial Statement for presentation to Elected Members at the March Council meeting.
- Complete Budget 2019 within the statutory deadlines.
- Prepare three year capital programme for the period 2018-2020.
- Arrange financing facility for the agreed capital programme.
- Liaise with the Valuation Office regarding appeals on rates revaluations.
- Issue all Customer communications in a timely manner.
- Deal with all customer queries promptly.
- Monthly reporting on debt collection performance.
- Provide regular updates to the Elected Members and the public on new legislation.
- Ongoing engagement with mortgage loan customers and implementation of the Mortgage Arrears Resolution Process (MARP) procedures where necessary.

- Continue to develop efficient payment methods for all categories of customers.
- Motor Taxation – Continue to provide a flexible service to meet customer requirements.
- Liaise with Council's Insurers to ensure the overall cost of insurances to the Council is minimised.
- Implement new insurance claims management procedures.
- Management of Councils asset portfolio and disposal of assets not required by the Council.
- Submit all Statutory / EU returns within the prescribed Timelines.
- Implement agreed training plan for all staff in Finance / Motor Tax.

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

<u>Finance (M1 & M2) and Motor Tax (R3) as follows:</u>

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

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

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

Key Actions for 2018 are as follows:

- Complete the rollout of new telephone system.

- Upgrade network switches across the Council's network.

- Increase Network speeds to sites outside Kilkenny City.

- Migrate servers and users to new domain.

- Upgrade email server.

- Upgrade servers to latest server software.

- Continue the rollout of CRM product.

- Support the National Broadband Plan through the Broadband Officer.

- Upgrade Office Software on all staff machines.

- Continue to consolidate, develop and enhance Council web sites and internal and external web applications.

- Increase the use of social media platforms throughout the organisation.

- Maintain security of the network and data.

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**

BROADBAND – LEATHANBHANDA

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

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

Key actions for 2018 are as follows:

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

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

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

- Develop a Digital Strategy for Kilkenny.

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

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

PROCUREMENT - SOLÁTHAR

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

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

Key Actions for 2018 are as follows:

- Ensure that all formal Kilkenny County Council and Abbey Creative Quarter tenders as advertised on the eTenders website and OJEU (European Journal) as appropriate are completed successfully by Service Areas.

- Ensure that Kilkenny County Council participates in all relevant SupplyGov.ie Frameworks and that all mini competitions are conducted in compliance with their rules.

- Ensure that Kilkenny County Council participate in relevant Office of Government Procurement (OGP) Frameworks.

- Monitor the new OGP Legal Services Framework for Local Authorities in the Council.

- Achieve further savings (where possible) in all areas.

- Ensure that Service Areas use new Procurement Template documents for Quotations and Tenders.

- Ensure that Service Areas comply with Procurement Directives regarding full electronic procurement.

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

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Core Objectives

The Core Objective is redevelopment of the former Smithwicks Brewery Site and adjoining area, in accordance with the provisions of the Abbey Creative Quarter Masterplan. The proposed development 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 Co. Co. and the National Treasury Management Agency (NTMA) through the Ireland Strategic Investment Fund (ISIF). Kilkenny Co. Co. will be responsible for the development of the extensive public realm areas proposed through the site.

Key Actions for 2018 are as follows:

- Commence the renovation of the retained buildings on the former Brewery site, namely the Mayfair Building and the Brewhouse Building. This is with a view to the buildings being completed and ready for occupation in late 2019.

- Commence the development of the public realm areas associated with the renovation of these buildings – this will include the development of the areas of Horse Barrack Lane, Brewhouse Courtyard & the Mayfair pedestrian plaza.

- Continue to market the proposed development to perspective tenants, with a view securing tenants for the Mayfair and Brewhouse Buildings in 2018. This will be undertaken through the Partnership with the NTMA, with support from the Economic Development Section through the Local Enterprise office. Support will also be sought from the relevant state agencies including Enterprise Ireland and the IDA.

- Commence the development of the Riverside Garden Project from the Tea Houses at Bateman Quay to Greens Bridge, subject to confirmation of funding from Failte Ireland.

- Appointment of a Design Team for the development of an Urban Street, of pedestrian and cyclist priority, that will extend from St Francis Bridge to Bateman. This is with a view to the commencement of the Planning process for the street in 2018. This project will also include the provision of the required utility services for the development of the sites to be accessed from the Urban Street.

- Development of temporary car and bus/coach parking facility on the portion of the site located between the River Breagagh and St Francis Bridge.

- Implementation of the Archaeological Strategy for the Masterplan and specifically the Archaeological Assessment of the site including Archaeological Test Excavations that will inform future development proposals for the site.

- Commence the design of the proposed Riverside Development Blocks.

- Progress plans for the development of the site to the north of St Francis Bridge (Sweeneys Orchard) to planning, with the site to accommodate Housing, Parking and Water Sports Facility.

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