



Kerry County Council

Corporate Plan

2019 - 2024

**Adopted by Kerry County Council
on 15 June 2020**

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Introduction / Foreword

Introduction – Cathaoirleach

As Cathaoirleach of Kerry County Council, I am pleased to welcome the Council's Corporate Plan.

This plan sets out the strategic direction, vision and goals of Kerry County Council for the period to 2024 and is a valuable means by which we – as a corporate body, including management and public representatives – maintain a focus on high-level objectives and strategies across a wide range of areas which are of relevance to the people we represent and work for.

At the heart of this plan is a vision that has at its core the principle of partnership and fruitful working relationships with local communities, government, statutory and voluntary bodies.

It also encompasses our recently enhanced roles in economic, tourism and community development with the objective of the betterment of our county as a great place to live, visit, work, learn, do business and invest. Key guiding themes include value for money, accountability and transparency, quality of service, accessibility, inclusion and equality.

The elected councillors in our county have a key role to play in helping to achieve the aims set out in this document. Elected members are in close contact with those they represent, they ensure that the needs and demands of citizens are reflected in the council's work programmes, and, most importantly, they ensure that the citizen is at the heart of everything we do as a local authority.

I am sure that my colleagues will do all in their power to work towards delivering on this plan over the coming years with the net benefit being an enhanced delivery of services and an improved quality of life for all the people of our wonderful county.

The plan sets the vision for the county up to 2024. However, it is important to note that the COVID-19 pandemic has had a very significant impact on many elements of the plan and how the various objectives will be achieved. It is essential therefore that we have a clear focus and vision for the future for our county and its development.

As Cathaoirleach, I look forward to working with my fellow councillors and the management and staff of Kerry County Council to deliver a bright and prosperous future for all our citizens.

Cllr Niall Kelleher
Cathaoirleach

Foreword – Chief Executive

It is both desirable and essential that the largest public body in County Kerry sets out a medium- and long-term vision and series of objectives to ensure that, in the provision of our services on a daily basis, we do not lose sight of longer terms goals and our vision for the development and enhancement of our county.

The preparation of the Corporate Plan is a requirement under Section 134 of the Local Government Act (2001) and sets out that it 'shall be prepared on the basis of an organisational wide strategic approach encompassing the various activities of the local authority.'

This Corporate Plan sets out a vision for the development of our county and our organisation and affirms the values by which we should work together to deliver on our ambitions during the lifetime of the elected council. The plan also reflects the council's leading role in the economic, social and community development in the county and the diverse range of services provided by the Council.

Close collaboration with central government, public bodies, State agencies, community groups and our citizens has been a vital contributor to the success of the roll-out of improved services in the past and is critical to what we seek to achieve as a local authority in the future. This collaboration and engagement will continue to drive and sustain our ambitious objectives into the future.

The formulation of the Corporate Plan follows a period of significant change and reform in local government and as those new structures and provisions bed down, it is an opportune time to reflect, to plan and to provide for the years ahead. The inclusion of key new roles for local authority, especially in areas such as tourism, economic development and community development has greatly enhanced the role of the Council in the promotion of the county. Significant work has already been done in these sectors and over the coming years, there will continue to be an investment of time and resources in the development of the Kerry tourism product and the promotion of the county as an attractive place to work and to do business. Furthermore, the incorporation of the Local Enterprise Office within the remit of the local authority has given councils a key role in the support and promotion of enterprise.

Moreover, the establishment, in 2014, of the Local Community Development Committee (LCDC), the Public Participation Network (PPN) and the preparation and implementation of the Local Economic and Community Plan (LECP) demonstrate the broadened remit of local government in the area of community development. The achievement of the objectives in the LECP continue to be key corporate priorities, which is reflected throughout the Corporate Plan.

The establishment of the National Oversight and Audit Commission (NOAC), their oversight role of the activities and performance of local authorities, the increased focus on organisational efficiency, accountability, shared services, performance indicators and outcomes for citizens were reflected in our previous Corporate Plan. How those developments have impacted and will impact on Kerry County Council into the future are outlined here.

The Objectives and Strategies in the Plan guide and drive the internal management processes through the Annual Service Delivery Plan and are the foundation of the Performance Management and Development System (PMDS). Allied to the PMDS process is the continuing need to upskill and train our staff who are our most valuable resource and encouraging our employees to attain additional educational qualifications in relevant courses under our open learning policy to meet the needs of the changing environment in which we live and work in. Continued and improved internal communication within our organisation, be it formal or informal, is also very important as it engages employees to achieve business objectives, helps give an understanding of organisational goals and strategies, supports a culture of change and creates an environment for open dialogue.

Importantly, the plan includes a framework for implementation, monitoring and review, which will ensure that we remain focused and responsive to achieving our corporate priorities in an ever-changing environment. I look forward to working with staff and all stakeholders, to deliver the Objectives and Strategies in the plan for the benefit of the citizens in the county.

At this time, it is important to recognise that the way we work as a local authority and as part of the local government sector has been significantly altered due to the impact of COVID-19. This has led to many changes in the way we operate on a temporary basis in accordance with public health advice and Government guidelines. We have taken on the various challenges arising from COVID-19 with a professional / measured response as required to ensure the on-going safety of our staff and elected representatives and the general public, while maintaining the critical and emergency services during the period of restriction. As the restrictions are eased we look forward to working with the other public agencies and the business and community sector as we rebuild our economy and plan for the future development of the county. While this plan sets out a vision for the coming years to 2024, the manner in which the various objectives will be achieved will be subject to change on an on-going basis. Such changes will be taken into account in the preparation of the annual Service Delivery Plans for the provision of services by the Council.

Moira Murrell
Chief Executive

Profile of County Kerry

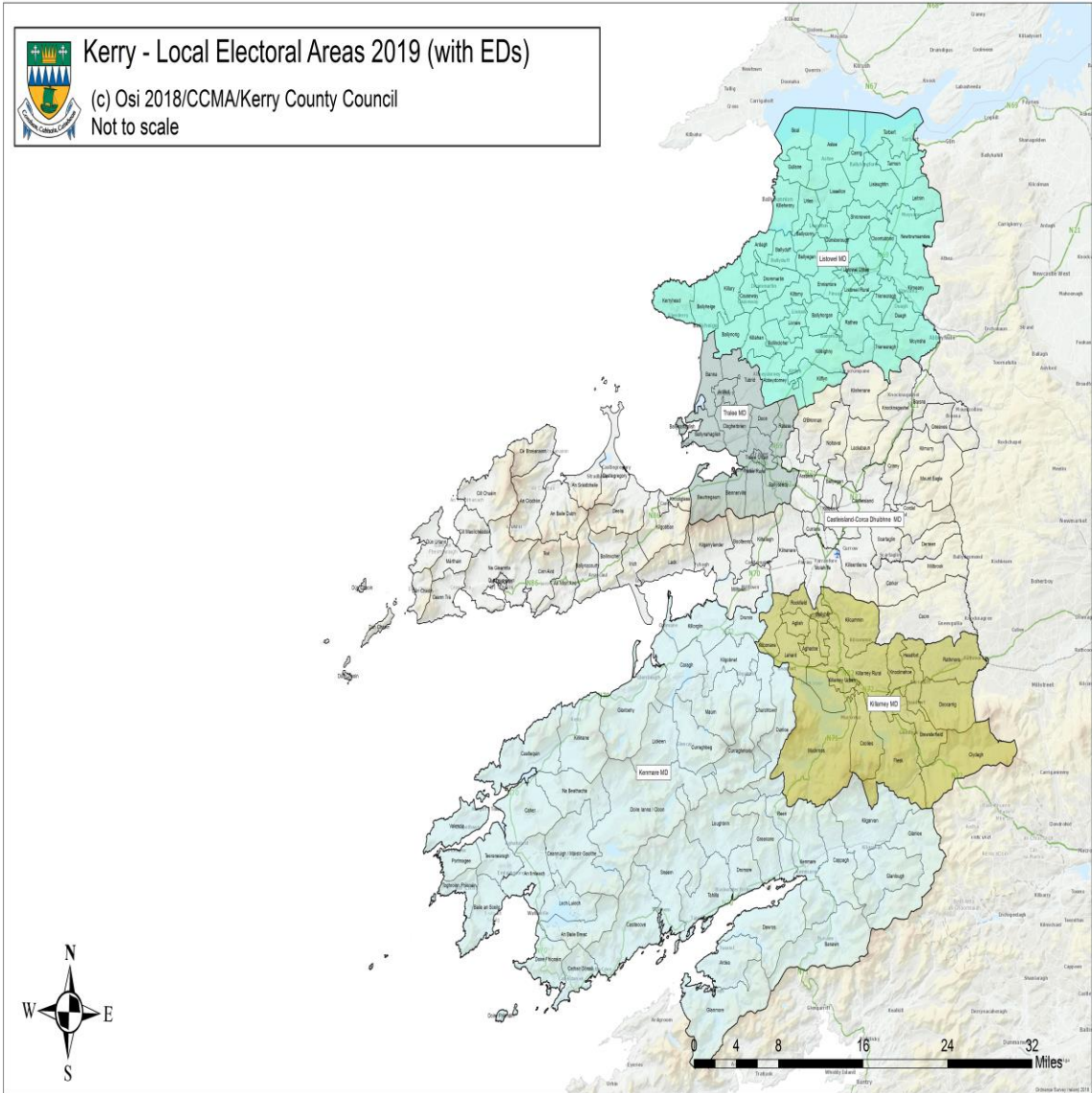
County Kerry is located in the south west of Ireland and is part of the province of Munster. The fifth largest county in the Republic of Ireland, it occupies an area of approximately 4,800sqkm. At the 2016 Census of Population, Kerry recorded a population of 147,554. Kerry has a long coastline along the Atlantic Ocean and is bordered by counties Cork and Limerick to the east. Kerry's county town is Tralee. The other major towns in the county, Dingle/Daingean Uí Chúis, Cahersiveen, Listowel Castleisland, Kenmare and Killorglin, all serve the large rural hinterlands surrounding them.

Kerry's dramatic coastline, sandy beaches, rugged landscapes and some of the world's most impressive mountainous peaks (including Ireland's highest mountain, Carrauntoohil) make it a place renowned for spectacular beauty and pristine environment. It is Ireland's most visited regional holiday destination and attracted in excess of over two million overseas visitors in annually.

Its rich heritage includes the monastic settlement of Skellig Michael off the south coast which holds UNESCO world heritage status. The Irish-speaking Gaeltacht areas of Corca Dhuibhne and Uíbh Ráthach have also played an important role in preserving the heritage, language and culture which is central to the identity of the county.

Relative ease of travel, proximity to leisure amenities, and a strong quality of life have enticed many to visit, live and work in Kerry. Kerry is a diverse county economically, with important regional towns, significant national, international and global leading companies, a tourism industry of both national and international significance, a landscape of outstanding beauty, rich culture and heritage and major marine potential. However, there are also challenged, due in part to its peripherality, particularly infrastructural and connectivity challenges.

Like all rural counties there have been social and economic challenges facing the county and its population over many decades. Despite these challenges there is an entrepreneurial spirit and well-educated workforce within the county that has resulted in significant indigenous industries being established which have become global leaders in innovation and research.



Vision Kerry County Council

Kerry County Council will be the main vehicle of governance and public service at local level – leading economic, social and community development, delivering efficient and good value services, and representing citizens and communities as effectively and accountable as possible

Mission

Kerry County Council will lead the economic, social, cultural and environmental improvement of our county in a sustainable manner to make our county a great place to live, visit, learn, work, do business and invest. We will honour the past and embrace the future, recognising our unique cultural and social and sporting heritage and our Gaeltacht.

Gach rud is féidir a dhéanamh chun saol na ndaoine agus na gcuartheoirí a fheabhsú

(To do all that we can to improve the lives of the people and visitors)

Core Values

Introduction

Kerry County Council will be guided by the following Core Values which underpin our operations and services:

Civic Leadership and Collaboration: We value the democratic process and will provide clear democratic and civic leadership, engaging and listening to our citizens and working in a collaborative and partnership manner to advance the development of our county.

Citizen and Community Focus: We will strive for continuous improvement in our service delivery and communications, with a strong customer focus in our operations and an emphasis on achieving sustainability and resilience in communities throughout the county.

Respect, Honesty and Integrity: We will treat people with courtesy and respect and maintain honesty and integrity in all our decisions and actions. As a public body, we will fulfil our obligations to the people of the county and will value the rights for citizens.

Good Governance: We will be responsible, accountable and transparent in our decision-making and actions and are committed to ensuring that all our functions are performed to the highest standards.

Innovation and Progression: We will strive for continuous improvement in our service delivery, continuously seeking innovative ways to improve our services and the manner in which we operate to achieve improved economic and social capacity.

Sustainability: We will act in a sustainable way in relation to resources to the use of resources, planning for the future and delivering infrastructure and services for the benefit of all our citizens and future generations.

Organisation Structure

The Council is the policy decision-making body and meets on a monthly basis with separate meetings for the Annual General Meeting and the Adoption of the Annual Budget. It consists of 33 members elected every five years. The current Council took up office in June 2019 and will remain in office until June 2024.

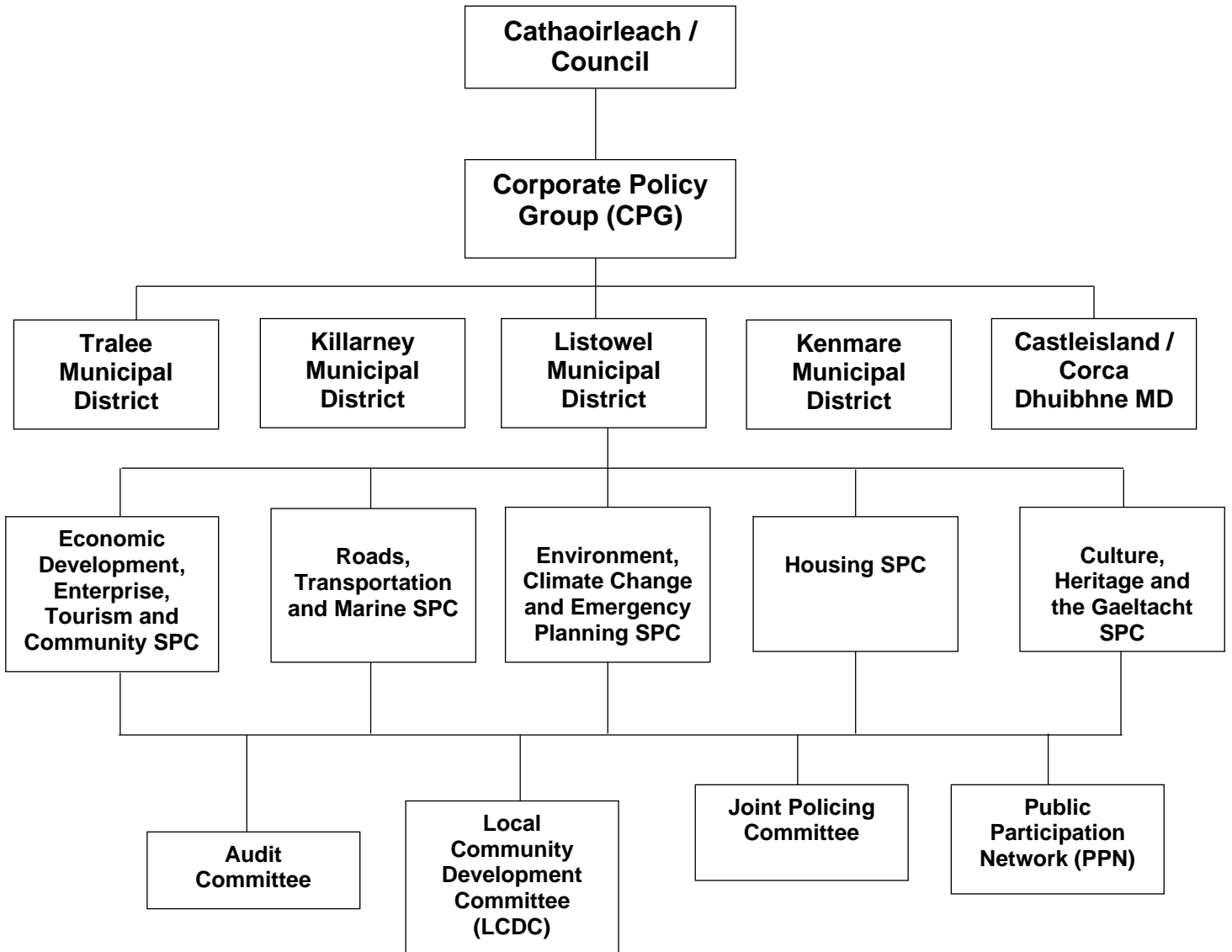
The position of Cathaoirleach is put forward for election at the Annual General Meeting in June of each year.

The County is divided into five Municipal Districts (administrative areas) as follows:

- Tralee (7 members)
- Killarney (7 members)
- Castleisland / Corca Dhuibhne (7 members)
- Listowel (6 members)
- Kenmare (6 members)

The Municipal Districts meet on a bi-monthly basis and deal with local issues. In addition, there are other committees such as Strategic Policy Committees, Joint Policing Committee, Local Community & Development Committee and the Audit Committee which assist the Council in the development and monitoring of policy development and service delivery. Further information in relation to the committees is set out in Appendix 1.

Organisation Structure

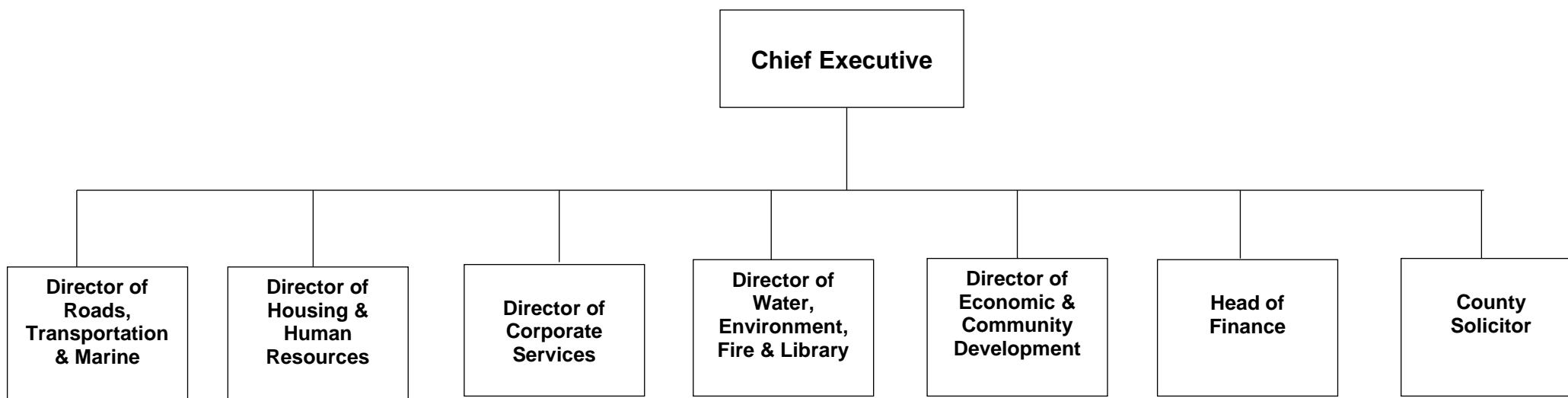


A full list of Councillors is included at Appendix 2

Management Team

The Senior Management Team or Council Executive manage the day-to-day operations of the council under the policy direction set by elected members. The Senior Management Team includes the Chief Executive and the Directors of Services in five Directorates as well as the Head of Finance and County Solicitor. The Directorates are:

- Housing and Human Resources
- Economic and Community Development
- Roads, Transportation and Marine
- Water, Environment, Fire and Library Services
- Corporate Services
- Finance
- County Solicitor



Strategic Objectives 2019 - 2024

The following Strategic Objectives are identified to guide and shape the direction of the Council's actions over the period to 2024. They will be supported by a series of lower level strategies to be delivered across all Departments and functions of the Council. They will be elaborated on by the Annual Service Delivery Plans (ASDPs) and the Annual Schedule of Municipal District Works (SMDWs). A series of key indicators are in place to measure and track performance. These indicators are set out in Appendix 4 attached and will be reviewed on an annual basis.

Strategic Objectives

<p>Deliver Excellent Public Services to our Citizens</p>	<p>Maintain and enhance the delivery of excellent and quality services to the people and communities of Kerry, ensuring the highest standards of governance, respect for citizens and their rights, and working closely with elected members as the representatives of their communities</p>
<p>Promote Economic Development, Support Enterprise and Employment Creation</p>	<p>Lead sustainable economic development with the support of government, developing a 'Kerry 2040' Plan for infrastructural development, growing Kerry within the region, leveraging connectivity, supporting enterprise and innovation, and developing our towns and villages as sustainable centres of jobs growth, enterprise and innovation</p>
<p>Build Strong Influential Partnerships to maximise the County's potential</p>	<p>Promote linkages with regional cities, continue collaboration with partners in business, enterprise, community, tourism and other sectors to promote Kerry as a great place to visit, invest, work and live</p>
<p>Promote sustainability and support the transition to a Low Carbon Economy and Lead on Climate Action</p>	<p>Achieve a sustainable Council, developing our participation in national and regional shared services, promoting best practice in public procurement and leading the way on reducing the county's carbon footprint</p>
<p>Develop organisational capacity through innovation and staff excellence</p>	<p>Ensure Kerry County Council maintains a strong and sustainable financial position to support the services and facilities we provide while upskilling and resourcing our staff in a changing working environment</p>

<p>Build sustainable infrastructure to meet the needs of our citizens, communities and business needs for the future</p>	<p>Promote the planning and delivery of sustainable infrastructure and improved connectivity to meet the present and future needs of those living in Kerry and visitors to our county.</p>
<p>Engage the Wider Community, increase participation while promoting social inclusion, equality, human rights and age friendly measures</p>	<p>Protect the social and built environment through community engagement and empowerment of our citizens, developing new ways of communicating with our citizens and ensuring council services are accessible, socially inclusive, and customer-friendly, with a priority given to promoting equality and the promotion of an age-friendly county.</p>
<p>COVID-19 Response</p>	<p>Ensure that Kerry County Council works in co-operation with other sectors and the public to protect public health while leading the county throughout the current period of the pandemic and the aftermath of COVID-19</p>

Supporting Strategies / Operating Environment

Introduction

Set out below for each Directorate are the supporting strategies that will be pursued to help achieve our Strategic Objectives. Each Supporting Strategy is linked with the achievement of one or more Strategic Objectives. Progress in implementing these Supporting Strategies will be tracked using the NOAC Service Indicators (and/or other relevant Strategic Indicators).

The supporting strategies will be delivered by individual Directorates / Departments, but a number will be implemented through internal cross-departmental co-operation.

Kerry County Council also has a number of formal partnerships in place to help deliver its strategic objectives in an efficient and effective manner. The Council also works with other local authorities to support excellence and deliver resource savings, e.g. it has responsibility for the LGOPC which promotes best practice in procurement across the local authority sector.

The Council, as with all other local authorities, has a Service Level Agreement with Irish Water for the provision of essential water and wastewater operation services, with the Food Safety Authority of Ireland for veterinary services and with Enterprise Ireland in terms of the services of the Kerry Local Enterprise Office. Further details in relation to these strategies are set out in Appendix 3.

Planning, Economic Development, Enterprise Tourism and Community

Kerry is a diverse county, with important regional towns, significant national, international and global leading companies, a tourism industry of both national and international significance, a landscape of outstanding beauty, rich culture and heritage, major marine potential. The County's infrastructural and connectivity challenges are being overcome through significant investment both within and leading to the County.

The County has a history of innovation. It was a Kerry man, Richard Cantillon, who first coined the phrase 'entrepreneur' in the eighteenth century and the people of Kerry continue to exemplify a spirit of innovation and entrepreneurship. This ethos has seen Kerry establish itself as a multi-sectoral economy, embracing industry from the traditional to the high-tech, with boundless potential for further growth, diversification and inward investment.

Specific challenges in the County, which are similar to rural areas along the Western seaboard, include stagnant or declining populations in certain peripheral rural areas with an increasing high age profile and highly educated young graduates not returning to the County. Specific targeted programmes of improving the economic reputation of the County are key to reversing this trend.

Prior to the impact of COVID-19 on the economy, live-register figures were falling, with 7,128 on the Register as of April 2019, down from 8,177 April 2018. A further reduction was experienced in September 2019 when the live figures were reported as 5,980. In County Kerry approximately six in ten were participating in the labour force (58.8%)¹. Of the 70,000 Kerry residents in the labour force 61,222 were at work.

This situation has been significantly impacted by the COVID-19 pandemic, with the exceptional impact of the pandemic, and associated government health restrictions, increasing live-register figures significantly. Kerry's reliance on the tourism sector has disproportionately impacted the economy and employment figures in 2020.

As an integral part of the National Planning Framework, the Regional Spatial and Economic Strategy for the Southern Region provides for a targeted growth in population for the region of 343,500 to 2031, and in the Kerry context a population increase of 23,000 for the same period. This represents a population increase of 15.6% over the 10-year period. To achieve this growth in population in a sustainable manner will require significant investment in infrastructure, services and the expansion of the economic sector to create the necessary employment opportunities to support this growing population. An overriding challenge is to grow and develop in ways which facilitate economic opportunity and access to appropriate services, which are environmentally sustainable, and which protect and enhance people's livelihoods, health and quality of life. This challenge has been increased by the economic impact upon the county by COVID-19, with Kerry County Council and other key agencies working to promote Kerry as a safe destination for visitors, workers and residents alike.

The economic core has a specific focus on the Kerry linked hub towns of Tralee, Killarney and by extension Killorglin forming a knowledge triangle as the key economic drivers for the County. This area provides an economic base that can significantly impact on and contribute to regional economic growth alongside the regional cities of Cork and Limerick.

Tourism remains of major economic importance to the County, providing 1 in 5 jobs and significant economic activity in the more peripheral areas of the County. Visitor numbers to the County in 2018 exceeded 2.3ml generating revenues in excess of €600ml. Kerry is more dependent on tourism than any other county in the Ireland. The specific challenges facing the County centre around seasonality and regionality, spreading the benefits to all areas of the County for longer periods. As outlined above, Kerry's reliance on the tourism industry has had a significant impacted the local economy due to COVID-19.

Kerry's strong collaborative business network is spearheaded by Kerry County Council under its economic development remit and through its collaborative work with the IDA, Enterprise Ireland, the Institute of Technology Tralee and other local business and community groups. This collaboration is highlighted in the number of initiatives developed including the Research and Development Hub Killorglin, the Agri-tech Centre of Excellence in Tralee and the science and technology cluster

¹ The labour force participation rate is calculated by expressing the labour force (i.e. those at work, looking for first regular job and unemployed) as a percentage of the total aged 15 years and over. (CSO definition)

Kerry Sci-tech. These strong and collaborative relationships within the County support emerging entrepreneurs seeking out new opportunities and also the growth in the number and type of new start-ups in the County. Kerry County Council has been supporting Hubs in peripheral areas of the County such as Dingle and Sneem and is supporting new and established hubs in Tralee, Killarney, Castleisland. Kerry's environment of business support has resulted in it being home to some of Ireland's best and most successful multi-national and indigenous companies and it is important to build on this experience for the benefit of future development in the county.

Some of the challenges facing Kerry County Council in providing for this growth will be to ensure that the communities created, and existing communities will have a high quality of life, in a positive environment with good access to appropriate life-long services at a reasonable distance from where they live. Well planned quality housing developments, with easy access to school and employment opportunities are required. The regeneration of our town and village centres and where necessary repurposing of vacant units to provide new energy to these areas and making towns and villages attractive places to live. Investment is required in the delivery of infrastructure that improves the liveability and quality of life of both urban and rural places.

The need to facilitate mobility needs, the changing patterns of commuting and economic activity, including homeworking, shared working spaces are important. The continued investment in digital and physical infrastructure in rural areas to provide equal opportunities for all areas of the County will be important for the economic success of the County. Attracting investment to the County and the growth of existing indigenous and emerging companies is key to supporting the increased population.

The challenge of climate change, coastal erosion, renewable energy, and the challenges of protecting the environment in a time of growth and change will require strong guidance and policy direction from the Council. The growth of our tourism, marine and food sectors, (industries that are linked to the landscape), in a sustainable manner will protect the environment for future generations.

Objective 1:

Lead Economic Development and Create a Positive Environment for Job Creation in the County

To achieve this, we will:

- Provide a cohesive approach to marketing the County through both public and private sector organisations.
- Engage with state agencies, including IDA Ireland, Enterprise Ireland, and the Third Level Institutions to coordinate economic development and promotion of the County to potential investors.

- Work with our strategic partners in developing projects across the Southwest Region and along the Atlantic Economic Corridor.
- Work with the Kerry Prosper Series and other national and international organisations to create a network of support among the county's business diaspora and to develop a Diaspora policy and programme, to enhance prosperity in the county through co-operation, knowledge sharing, creativity, inspiration and a stronger entrepreneurial ecosystem.
- Support the development of economic infrastructure in the County in partnership with state agencies.
- Identify and develop key strategic urban and rural regeneration projects.
- Review and develop the Local Economic and Community Plan.
- Continue to develop and strengthen relationships with private enterprise, the education sector and local communities to expand opportunities for growth and collaboration within the County and region.
- Actively promote and fulfil the “one stop shop” function of the Local Enterprise Office, providing a wide range of advisory supports and referrals.
- Deliver a suite of practical interventions to support start up and growth businesses within the County through grant assistance, training and mentoring support.
- Commit to showcasing Kerry as a “smart county” - as a centre for technology adaptation, development and deployment.
- Lead the inter-agency response to COVID-19 in the county, working with public agencies and private enterprise to re-establish Kerry's economy.

Objective 2:

Retain, Promote and Drive Kerry's position as a premier international tourism destination

To achieve this, we will:

- Work closely with the national tourism bodies, the Kerry Tourism Industry forum, Destination Kerry and local communities to promote and market the County's tourism offering.
- Prepare and develop a new strategy to take account of the factors that have arisen from the COVID-19 pandemic and the need to redefine our tourism package to meet the changed circumstances facing travel and tourism development.
- Extend tourism season in a sustainable manner across the County, through diversification, events, adventure and business tourism
- Build a sustainable tourism future for the County through management of the natural and built environment and cultural heritage

- Consolidate existing markets and diversify into new and emerging markets.
- Optimise and extend the visitor experiences at all Kerry County Council Visitor Attractions and Events
- Continue to develop the tourism infrastructure of the County, including the greenways, long distance walking routes, beach facilities and strategic supporting infrastructure
- Continue to invest in tourism research, education and training in conjunction with education partners.
- Embrace new technologies within visitor research, promotion and experiences
- In conjunction with the tourism sector, promote and grow Kerry as a 'safe destination' for visitors to the county.

Objective 3:

Provide a strategic framework for the Sustainable Planning & Development of the County

To achieve this, we will:

- Lead the Forward Planning and Development of Infrastructure in the County by developing a long-term strategic plan for the County through “Kerry 2040”; completing the review of the County Development Plan and the Municipal District Local Area plans all of which are to be informed by the Regional Spatial and Economic Strategy and the National Planning Framework.
- Prepare plans and guidelines which will provide for the spatial management of the County and which will guide members of the public, communities, developers and agents.
- Provide an excellent planning service through a comprehensive pre-planning service and by dealing with all planning applications in a professional, consistent, fair and transparent way.
- Regulate and control all developments within the County to ensure a high standard of development in compliance with the Planning and Development Acts and Regulations, including, where necessary, the use of enforcement powers under Part VIII of the Act.
- Support the implementation of the National Climate Change Adaptation Framework and Kerry County Council’s Climate Change Adaptation Strategy through flood risk management and land-use planning.
- Protect and maintain the natural environment of the county and develop a County Heritage and Biodiversity Plan.

Objective 4:

Develop empowered, vibrant, resilient and sustainable communities that value their environment, and participate in the social, economic and cultural life of County Kerry

To achieve this, we will:

- Strengthen community resilience and capacity to meet emerging challenges and make the most of new opportunities.
- Ensure effective governance of community action in line with Kerry’s Climate Change Adaptation Strategy (2019 -2024).
- Build community capacity with our partners on the LCDC, to develop projects and programmes to protect human rights and equality of opportunity, the rights of persons with disabilities, address inequality and social inclusion, improve health and wellbeing and encourage creative and innovative community-based solutions.

- Develop a community empowerment and engagement policy with Kerry's Public Participation Network and Kerry's Comhairle na nÓg that will help communities to influence decisions that affect their lives
- Develop a long-term strategy with our communities through a revision of the Local Economic and Community Plan (LECP 2016-2022).
- Maintain and improve the renewed partnership between the Council, the local development sector and the Public Participation Network (PPN) to develop and deliver positive outcomes for communities, ensuring a more effective use of resources which will result in sustainable and long-term development
- Take a leadership role and build on Kerry's Age Friendly Strategy and Action Plan ensuring age friendly principles are embedded in council policies, plans and services so that the outcomes achieved are sustainable and benefit the people of Kerry
- Recognise the importance of building healthy communities and environments through the implementation of Kerry's Healthy Plan (2020-2026), which will encourage communities to become more self-reliant for their health and wellbeing
- Encourage citizens to be more active through processes identified in Kerry's Healthy Plan and the Kerry Recreation and Sports Partnership Strategy.

Climate Change, Roads, Transportation & Marine Development

Climate Change & Transition to a Low Carbon Society

Climate Change and the transition to a low carbon society is one of the defining issues of our time. No country has been immune to the impact of climate change and, for Ireland, that impact has often been devastating, from severe flooding to life-threatening storms. With extreme weather events taking place more frequently than ever, Kerry County Council is focussing more resources on ways to reduce knock-on effects on homes, businesses and lives. From building flood defences to co-ordinating first responses, Kerry County Council is on the frontlines of the climate crisis.

We are poised to respond when extreme weather events occur but, in addition, we are taking pivotal action now to tackle climate change: both to mitigate against it and to adapt to its impact. Environmental sustainability has always been a priority, both in our strategic planning and day-to-day actions. Alongside this, we have been taking specific actions to respond to and reduce climate change, through investment in energy efficiency projects, waste reduction, renewable energy projects to climate training or awareness initiatives.

Kerry County Council has achieved a 35% energy efficiency saving (end 2018) and has surpassed its nationally set 2020 target of 33%.

The establishment of an ISO 50001 Energy Management System has been fundamental to achieving this target, and through its continued development will be

vital to steering the local authority towards its 2030 targets of a 50% improvement in energy efficiency and a 30% reduction in CO₂ emissions.

Kerry County Council has developed and is implementing a Climate Adaptation Strategy (2019), supported by the Atlantic Seaboard South Climate Action Regional Office (CARO). Local government has a critical role to play under the Government's Climate Action Plan to Tackle Climate Breakdown, which sets ambitious and binding targets for all public sector bodies by 2030 and identifies local authorities as key enablers of change.

Kerry County Council is uniquely positioned to lead when it comes to climate action and will commit to the development and implementation of a climate change mitigation plan for the county.

Our central role in the Government's Climate Action Plan and the subsequent Local Authorities Climate Action Charter has cemented the position of councils as leading lasting change for the country.

Transportation

One of the major challenges faced by County Kerry is its peripherality. Enhanced regional accessibility and improved connectivity within the county are critical to support the development of industry & tourism, and to strengthen and support sustainable rural economies and communities, making Kerry a more attractive location in which to live, work and provide employment. The significant influx of visitors to the County in comparison to other regions also has major implications for the infrastructure needs of the region, particularly intra-regional transportation links and on the national secondary and regional road network, within the county.

During the lifetime of the previous Corporate Plan 2014 – 2019, over €195m was invested in maintaining and improving the road network in the county.

There are 98 km of National Primary routes in County Kerry, of which 70km (73%) has been improved to the specified standard for a modern road network. 26 km of the Killarney – Farranfore Road and the N23 Castleisland – Farranfore Road require improvement to bring these routes up to a modern design standard. There are 337 km of national secondary roads in Kerry, representing 12.5 % of the National Secondary network in the country. Funding for the improvement and maintenance of the national road network is provided by Transport Infrastructure Ireland, with over €70m in grant aid, over the lifetime of the previous plan.

There are 4 strategic inter-regional routes linking the County with other major centres and are important arteries within the County itself.

- N21/N23 linking to Limerick, Shannon Airport & Dublin
- N22 linking to Cork, Ringaskiddy & Rosslare ports and Cork Airport
- N69 linking to Foynes and Limerick, and the
- N72 which will provide potential connectivity to the proposed N20/M20 Cork – Limerick Motorway

There are substantive sections of these routes, in adjoining counties, which require major improvements to provide appropriate regional accessibility, in particular the key access routes to the county, including the Adare Bypass, the Macroom Bypass,

N21 Abbeyfeale – Newcastlewest – Adare – Limerick Road and the N22 Ballyvourney – Macroom – Ballincollig Road.

The regional road network, which measures 537 km, provides interconnectivity between the larger towns in the county. There are 3,909 km of local roads, serving a large rural population. The maintenance and improvement of the regional and local road network is primarily dependant on grant aid from the Department of Transport, Tourism and Sport, with approximately €100m of the €124m investment during the lifetime of the previous plan provided by the State.

A record of the pavement condition for the regional and local roads is one of the key performance indicators reported to the National Oversight and Audit Commission. The 2018 NOAC report shows that whilst 71% (381 km) of the Regional Road network is considered to be in good condition, 39% of our Local Tertiary Roads are considered to be in poor condition. There are challenges in prioritizing the level of funding available towards the improvement of the road network.

The provision of sustainable high-quality public transport services (rail, bus and air) is critical for industry, tourism and to support sustainable rural communities. The expansion of routes served by Kerry, Shannon and Cork Airports are important to support economic development in the county.

Kerry has a coastline of approximately 1000 km which accommodates ports, harbours, leisure, amenity, fishing, and mariculture/ aquaculture. The establishment and maintenance of ports and harbours and their linkages to the strategic road network are important to the local economic base of the county. The major commercial ports are Fenit and Dingle, where improvements in road access are required. Fenit port is of strategic importance to industry in the county whilst Tarbert, Renard and Knightstown are key drivers in growing tourism.

Kerry National Roads Office

Transport Infrastructure Ireland (TII) is the independent statutory body with responsibility for providing a safe and efficient national road network in Ireland. Kerry County Council assists TII in the performance of its functions through the Kerry National Roads Office (KNRO) which is a specialist road design and management office based in Castleisland.

KNRO supports TII and Kerry County Council by providing the full range of planning, design, procurement and management services for the development of improvement works on the National Road Network in Kerry.

KNRO also provides technical assistance to TII for other National Road Services throughout Ireland such as. Signage and Delineation, Project Appraisal, Road Safety Inspections and Auditing.

Objective 1:

To achieve a sustainable, efficient and integrated transport system, high quality connectivity and ease of movement within and to County Kerry by enhancing the existing strategic transportation infrastructure, in terms of the road, rail and public transport network, together with cycleway and pedestrian facilities.

To achieve this, we will:

- Identify strategic routes for development & upgrading, to support economic investment, sustainable transport and social inclusion, in partnership with both Transport Infrastructure Ireland (TII) and Department of Transport, Tourism & Sport (DTTAS), as part of a Transportation Plan for the county.
- Design, develop, construct and maintain the roads, cycleways and pedestrian infrastructure in the county.
- Support adjoining counties in securing State funding and approval for the improvement of strategic access routes into the county.
- Ensure effective and efficient investment on maintaining and improving the road network in partnership with both Transport Infrastructure Ireland (TII) and the Department of Transport, Tourism & Sport (DTTAS)
- Promote sustainable access for all, particularly on improvements to urban streetscapes and public realm,
- Increase the provision of cycle lanes and safer facilities for pedestrians, particularly in our larger towns, to promote a modal shift in transport from the home to educational facilities and workplaces and to support the transition to a low carbon society.
- Give effect to the greenway strategy for the county, developing a sustainable greenway network within the county and to adjoining counties, in partnership with Limerick City and County Council and Cork County Council.
- Review and implement a Car Parking Strategy in our towns to mitigate for traffic congestion, support vibrant town centres and to support a growth in tourism.
- Develop and implement a Road Safety Action Plan for Kerry, to reduce the number of fatalities and serious injuries on our roads.
- Regulate and enforce statutory provisions to improve the environment for all road users and review existing Byelaws to promote the use of sustainable modes of transport.
- In partnership with energy suppliers, lead out on the provision of infrastructure on our road network on the provision of electric charging points for the transition to more sustainable modes of transport and a low carbon society.

Objective 2:

To protect strategic infrastructure and local communities from the impact of coastal erosion and severe weather events.

To achieve this, we will:

- Review plans annually to provide an effective inter–agency response to the potential risk to life and property from severe weather events.
- Undertake Coastal Erosion and Flood Risk Management studies of Tralee Bay and Dingle Bay / Castlemaine Harbour and implement the recommendations of the studies, in partnership with the Office of Public Works.
- Lead on works identified under the CFRAMS program, in partnership with the Office of Public Works, to mitigate for the risk of flooding to homes and businesses.

Objective 3:

To sustainably develop and improve our ports, piers, slipways and marine infrastructure

To achieve this, we will:

- Investigate the potential to sustainably develop Fenit Harbour for increased usage to support industrial and tourism growth in the county, in partnership with the Department of Agriculture, Food and the Marine.
- Identify Strategic Piers for development & upgrading, to support economic investment, and social inclusion, in partnership with the Department of Agriculture, Food and the Marine.

Objective 4:

To lead in the development of sustainable technologies in the provision of services for road users in the delivery of improvements to infrastructure and to transition to a low carbon society.

To achieve this, we will:

- Upgrade all public lighting to LED lighting
- In partnership with energy suppliers, lead out on the provision of public electric charging points for the transition to more sustainable modes of transport.
- Invest in the upgrade of our plant and machinery, to reduce carbon emissions and improve energy consumption.

Housing

The objective of the Housing Section is to maximise provision of suitable accommodation for those who are unable to provide their own, utilising the various social housing options, to manage and maintain the Council's housing stock and facilitate the development of sustainable communities.

Objective 1:

Address Homelessness

To achieve this, we will:

- Assist persons to provide/maintain their own housing provision
- Maximise the delivery of social housing supports available
- Continue to develop inter-agency supports for people that are currently homeless

Objective 2:

Accelerate Social Housing & Build More Homes

To achieve this, we will:

- Continue to Increase the level and speed of delivery of social housing
- Further develop Housing Delivery Programmes with the AHBs
- Continue to provide the Rebuilding Ireland Homeloan to qualified applicants
- Maximise all funding opportunities available under Rebuilding Ireland

Objective 3:

Improve the Rental Sector

To achieve this, we will:

- Ensure that the current minimum standards for rental accommodation are adhered to
- Maximise the number of rental inspections to ensure the quality and sustainability of the residential rental sector and improve its attractiveness as a long-term accommodation option for households

Objective 4:

Utilise Existing Housing

To achieve this, we will:

- Continue to provide financial assistance, in accordance with current funded schemes, to persons to carry out the necessary adaptations to allow them remain in their current home
- Ensure that existing LA housing stock is used to the maximum degree possible
- Increase focus on measures to use vacant private stock under the Council's Vacant Home Action Plan

Objective 5:

Building Communities & Social Inclusion

To achieve this, we will:

- Ensure that Kerry County Council's *Strategic Plan for Housing Persons with Disabilities 2016* and the *Traveller Accommodation Plan 2019 – 2024* are fully considered in our work programmes.
- Implement a Choice Based letting Scheme, which advertises homes available to qualified applicants
- Continue to develop good estate management and implement the Council's anti-social behaviour strategy

Environment, Water Services, Fire Service and Libraries

Environmental Services

The Environmental Services Section is responsible for the protection of the environment of the county through implementation and enforcement of the many regulations, directives and legislation dealing with waste management, pollution control and litter abatement, the provision of veterinary services, environmental awareness programmes, laboratory services and beach management.

The issue of climate change and the transition to a low carbon society is a key element for action and policy development in this area.

The activities of the Environmental Services Section continue to play a crucial role in maintaining Kerry's reputation for being a pristine place in which to live and to visit given the significant role which tourism plays in the economy of the county.

Waste Recycling

Recycling facilities were provided in 2018 at the Civic Amenity Sites in Killarney, Milltown, Kenmare and Caherciveen, and at Ionad Athchúrsála agus Dramhaíola Chorca Dhuibhne in Lispolé as well as an extensive bring bank network for glass, steel and aluminium cans throughout the county.

There are also 96 bring banks located throughout the county. These were maintained by Kerry County Council staff and there were also 41 community groups involved in the Adopt a Bring Bank Scheme.

Waste Enforcement Regional Lead Authorities (WERLAs)

In 2015, Waste Enforcement Regional Lead Authorities for each of the 3 Waste Management Planning Regions in the country were established. Cork County Council is the Waste Enforcement Regional Lead Authority for the Southern Waste Management Region which includes Kerry. Each of these Waste Enforcement Regional Lead Authorities (WERLAs) have responsibility for coordinating waste enforcement actions within regions, setting priorities and common objectives for waste enforcement, ensuring consistent enforcement of waste legislation across the three existing waste management planning regions while still leaving local authority personnel as first responders on the ground to specific breaches of waste legislation. The WERLAs were responsible for coordinating the Anti-dumping initiative in 2018.

Fire Services & Building Control

As a Fire Authority, under the Fire Services Act, the Council's Fire Services Team operate the Fire & Rescue Service to deliver a range of fire safety and fire prevention services including, primarily, premises inspection, fire safety management advice to risk owners and home and community fire safety outreaches.

The Council is designated as a Building Control Authority under the Building Control Acts 1990 to 2014 with strong powers to promote and enforce compliance with Building Regulations and Construction Product Regulations. The aim of the building regulations is to provide for the safety and welfare of people in and about buildings, to provide for the special needs of disabled persons and for the

conservation of fuel and energy. Effective compliance underpins markets, protects the environment and the rights and safety of the citizen. The Council works collaboratively with the newly established National Building Control Office which has been set up to oversee and strengthen the Building Control Function in local authorities as a shared service within Dublin City Council.

Water Services

The strategic objective of the Water Services Section is: *‘To deliver in partnership with Irish water, a quality service to our people and visitors in an efficient, friendly and helpful manner’.*

Irish Water is the national water utility and, Kerry County Council continues to provide water services to the people of Kerry, as an agent of Irish Water under a Service Level Agreement.

The Water Services Section is responsible for the delivery of all public Water Services in the county as provided for in that Service Level Agreement in both operations and capital projects. It is also responsible for delivery of the Rural Water Programme.

Public Water Supply

On an annual basis, Kerry County Council produces approximately 29 million cubic metres (29 billion litres) of drinking water for 122,000 consumers served by some 68,000 water connections. The water is produced from 62 public water supply zones, which are supplied from 70 separate water sources throughout the county.

Rural Water

The administration and development of the Group Scheme sector remains a function of the local authorities under the guidance and supervision of the Department of Housing, Planning, Community and Local Government and Irish Water has no authority, responsibility or involvement.

The Council’s Water Services Department provides administrative and engineering assistance to Group Schemes. A total of 508 Group Water Schemes have been developed in Kerry and 234 have been taken over and are now maintained by Kerry County Council on behalf of Irish Water.

Library Services

Kerry County Council operates 9 full-time branch libraries at Ballybunion, Caherciveen, Castleisland, Daingean Uí Chúis, Kenmare, Killarney, Killorglin, Listowel and Tralee as well as a mobile library service and a local history and archive service operating from Library Headquarters in Tralee.

Objective 1:

To assist in the promotion of Economic Development

To achieve this, we will:

- Co-operate with Irish Water in the implementation of their Capital Investment Programme to ensure that water and wastewater infrastructure is adequate to facilitate the economic and community development of the County
- Ensure that the pristine environment in Kerry is maintained and protected as an attractive place to live and work
- Facilitate the rural development of the County through implementation of our Rural Water Programme and Group Water Schemes along with our network of Library facilities

Objective 2:

To protect our communities & work with partner agencies and in accordance with national policies

To achieve this, we will:

- Ensure our Fire and Emergency Service and Civil Defence are properly resourced, trained and available as required
- Work in partnership with local community groups in the promotion of Community Fire Safety and Fire Prevention
- To identify and manage risk and to prepare to respond to emergencies, including Flooding and Wildfires, in accordance with framework for Major Emergency Management Performance in relation to prevention, protection and response as set out in national norms and standards
- Carry out fire prevention education programmes to increase public awareness
- Plan for the protection of our citizens through the emergency management framework for response to flooding, adverse weather and other emergencies

Objective 3:

Manage our regulatory, licensing and enforcement roles together with the Environment Protection Agency

To achieve this, we will:

- Fulfil the role of the Supervisory Authority for all private water supplies in the county as outlined under Regulation 3(1) of the Drinking Water Regulations along with the implementation of our statutory roles as custodians of our environment
- Continue to provide a pro-active waste enforcement service
- Work with the EPA on all aspects of waste licensing
- Monitor and enforce our Environmental Regulations and By-Laws to protect our Natural Environment including our rivers and lakes
- Carry out our obligations under the Control of Horses and Dogs legislation and our contractual obligations with the Food Safety Authority of Ireland
- Continue to support our Environmental Education Awareness Programmes
- Carry out Protect air quality standards in accordance with EU Air Quality Directives
- Implement our Litter Management Plan and continue to deal in a proactive manner with issues and incidences of littering and illegal dumping in our County
- Ensure compliance with our waste licences for our waste and recycling facilities and continue to provide this service at our Civic Amenity Sites throughout the County

Objective 4:

Protect, conserve and enhance our environment for present and future generations

To achieve this, we will:

- Implement the Regional Waste Management Plan
- Protect and improve water quality in our lakes and rivers by the promotion of active participation of communities in the implementation of River Basin Management Plans
- Maintain, protect and enhance the beaches in the County
- Work with communities and Tidy Town Groups in the County to enhance our performance in the competitions and improve the appearance of our towns and villages
- Support bio-diversity initiatives
- Ensure the aims of the Water Framework Directive are met to protect and improve water quality throughout the County

- Work in consultation with community groups/stakeholders to protect existing natural heritage within the county that act as ecological stepping stones in the local environment including hedgerows; wetlands, watercourses and other sites of local, national and international ecological value

Objective 5:

To protect, conserve and enhance the natural and built environment of the County in the interests of present and future generations

To achieve this, we will:

- Implement the regulatory framework in respect of Building Control and Protect the built environment by providing a quality Building Control service
- Protect building standards by providing a quality Construction Products Surveillance service
- Regulate and control building developments within the County to ensure a high standard of development in compliance with Building Regulations

Objective 6:

To promote & develop the Kerry County Library Service

To achieve this, we will:

- Promote and market the Kerry Library Service
- Provide a modern, responsive and inclusive library service of equal quality for all, which fosters reading, provides information and supports culture, recreation and education across all communities
- Collect and make accessible local history and archives relating of County Kerry

Organisational Capacity and Accountability

This area covers the overarching support, governance and management capacity of the organisation, ensuring the systems and supports are in place to provide for the efficient and effective operation of the many varied services while ensuring that the required governance, management and accountability requirements are in place and adhered to.

Customer Services

Kerry County Council is committed to providing a quality service to all our customers in an effective, caring, equitable, socially inclusive and non-discriminatory manner. Our customers are entitled to be treated with courtesy and in a friendly and helpful manner. We aim to deal with issues promptly, with due regard to privacy and confidentiality and will promote universal access in the delivery of all our services.

Financial Management

The Council's financial resources will be managed in a prudent manner so as to maximise the availability of funds to enable the effective delivery of services across the organisation. The Council will maximise the collection of all revenue streams and funding from all sources, manage short and long term financing needs of the Council, optimise the use of resources through value for money and efficiency.

The Finance Department will facilitate the advancement of the delivery of the Council's adopted Capital Programmes subject to available funding and will provide an effective Insurance Section, resourced to allow for, where it is appropriate, the robust defence of claims to minimise their impact on resources. The Council will ensure compliance with procurement procedures and implement best practice in Public Procurement.

Information Technology

In the area of Information Technology (IT) we will use digital technologies to:

- better communicate and engage with our citizens and communities
- to deliver services which meet the needs of citizens and businesses, which are easier for citizens and businesses to use
- to make such services cost-effective and sustainable for the Council to deliver.

Public Sector alignment:

We will align our approach with the objectives outlined in the Public Service and Local Government ICT Strategies – Build to Share; Digital First; Data as an Enabler; Improve ICT Governance and Increase capability.

Service Transformation:

We will use ICT to develop business systems and processes to deliver efficient and effective services through end-to-end user-centric service and policy design, and innovation in service delivery.

Local Government Collaboration:

We will continue to work collaboratively and to seek opportunities for further collaboration with the Local Government sector and other Government bodies on shared approaches to services, application delivery, infrastructure, security, support and procurement. This will enhance the ability of the Council and other bodies and communities to interact with greater efficiency thereby improving overall performance and governance in relation to the use and application of technology generally. In particular, in our response to COVID-19, Kerry County Council will partner with and lead collaborations to re-energise the county's economy.

Protecting Privacy:

We will continue to prioritise the security of the systems and data we store and process and to safeguard the privacy of Data Subjects.

Digital Strategy:

We will promote the development of digital services across our range of services to provide for online / service delivery utilising digital technologies to improve performance, our sustainability and climate objectives and to aid the broader digital economy development in Kerry. We will use digital technologies to contribute to improving the way we live, work and do business.

The *Digital Council* pillar of the County's forthcoming **Digital Strategy** will provide a framework for the internal transition. The Council's Digital Strategy will map out approaches to maximising the benefits of the infrastructure delivered in the National Broadband Plan to the County as a whole.

The Council is committed to facilitating the rollout of the National Broadband Plan and recognises the vital role digital connectivity will play in Kerry's economic and social development.

The Council commits to showcase County Kerry as a Smart County, which can complete with Smart Cities in Ireland and overseas as a centre for technology adaptation, development and deployment.

Shared Services

Local Government Operational Procurement Centre

The Local Government Operational Procurement Centre (LGOPC) which is based in Killarney, is a national shared service with responsibility for managing, developing and promoting procurement best practice under the Local Government sector-led categories of Plant Hire and Minor Building Works & Civils. It acts as a central purchasing body under the auspices of Kerry County Council, co-ordinating the establishment of National Framework Agreements and Dynamic Purchasing Systems for the procurement of works, goods and services under these categories to meet the needs of the local government sector and other public service bodies.

The LGOPC maintains a dedicated public procurement portal at www.Supplygov.ie that provides an electronic platform for contracting Authorities to operate and manage the procurement of works, goods and services from suitably qualified Suppliers in a compliant and effective manner. This is complemented by clear

leadership, information and on-going training provided to the Contracting Authorities for supporting these activities.

Presently, the LGOPC maintains 13 Live Frameworks and one Live Dynamic Purchasing System for Local Government and public service bodies under these categories, representing an estimated total annual spend in the order of €550m. These arrangements engage more than 2,500 different suppliers, the majority of whom are small to medium enterprises with a significant amount of those being from the micro enterprise sector.

Protection of Human Rights

It is important to have regard to the need to eliminate discrimination, promote equality of opportunity and protect human rights in accordance with our obligations under the Irish Human Rights and Equality Commission Act 2014. The Duty is an ongoing obligation and Kerry County Council will (a) assess the relevant rights and issues arising; (b) address what actions are required and (c) report on developments and achievements in this area.

In addition, in accordance with Government policy, central government and the local government sector need to work closely together in the promotion of the integration of migrants at a local level.

Sustainable Development Goals

The UN Sustainable Development Goals (SDGs) provide a comprehensive framework for policy development which balances social, economic and development needs. The seventeen SDGs were adopted by Ireland alongside 192 other countries in 2015 and collectively outline a roadmap to end poverty, combat climate change and ensure we create peaceful, just and equal society for future generations.

Irish Language - Kerry County Council recognises the vital importance of the preservation and promotion of the Irish language, particularly in a county which is home to two of the State's Gaeltacht areas. The Council places a high value on protecting and supporting the ongoing development of those Gaeltacht areas and the rich cultural heritage and history of our native language and in Scéim Gaeilge 2020-2023 has set out a wide range of supports and initiatives which are set out in.

Strategies

Legislation from both EU and National Government together with plans and strategies from Government Departments and other agencies guide Local Authorities in the performance of their duties. The main strategies / plans influencing Local Government activities are set out in Appendix 2.

Objective 1:

Support Local Democracy including the policy-making and representation role of Elected Members

To achieve this, we will:

- Support the policy making, governance and oversight roles of Councillors
- Support the management and operation of the Corporate Policy Group, the Strategic Policy Committees and Joint Policy Committee
- Support the role of the Elected Member on other outside bodies including the South Western Regional Authority and Local Development Companies
- Support local democracy by communicating, consulting and seeking feedback from local communities
- Support the role of Members in relation to their representative roles
- Provide training programmes for Councillors
- Maintain the Register of Electors

Objective 2:

Provide strong financial management, risk management, audit, legal and corporate governance systems

To achieve this, we will:

- Maintain and enhance budgetary controls in all revenue and capital spending programmes
- Continue to use best practice in cash-flow, treasury and financial management
- Ensure policies and structures are in place to collect debts and maximise income
- Maintain an Internal Audit Section and support the external Auditors and Audit Committee
- Ensure Strategic Financial Planning to support Corporate Objectives and strategic projects
- Implement Best Practice in Risk Management, regularly review the Council's Risk Register and manage and minimise risk through the risk management process
- Promote 'value for money' as a core objective and embed and culture of value for money
- Ensure the property and assets of the Council are managed in a manner which maximises their present and future potential
- Maintain and support the County Solicitor's Department.
- Continue to develop our participation in National and Regional Shared Services
- Implement and promote best practice in Public Procurement and ensure the principles and objectives of the Corporate Procurement Plan are delivered

- Maintain accurate and robust accounting records and promote regulatory compliance to ensure financial probity
- Review and improve performance and efficiency on an ongoing basis taking account of guidance / “lessons learned” through the monitoring of issues arising under the areas of Freedom of Information requests, Ombudsman queries, Access to Information on the Environment requests and Subject Access Requests under Data Protection legislation

Objective 3:

Utilise advances in information and communications technology (ICT) to become more efficient and to improve services for local people

To achieve this, we will:

- Enhance and develop our ICT infrastructure and support services to take advantage of developing technology
- Protect the Integrity and Security of IT Systems and minimise risks associated with Cyber Security through training and investment
- Prepare an ICT strategic plan for the organisation
- Expand our online services for the public, where possible
- Design a corporate retention and knowledge management system for capturing, developing, sharing, and effectively using knowledge to achieve organisational objectives
- Exploit ICT both to reduce costs and to improve efficiency in the areas of data management, transactions, shared services and business process services
- Expand the use of geographical information systems (GIS) technologies for collecting and managing spatial data

Objective 4:

Develop and maintain communication channels that engage local people, communities and organisations to engage effectively with the Council

To achieve this, we will:

- Develop an internal and external communications strategy
- Publish an Annual Service Delivery Plan
- Publish an Annual Report in a user-friendly format
- Work with other Departments to develop ways to make it easier for people to engage with the Council
- Review our Customer Action Plan including our Customer Service Standards

- Use social media, web services, newsletters and PPN networks to share information
- Oversee the implementation of the Irish Language Scheme / Scéim Gaeilge

Objective 5:

Support staff and organisational development and performance by implementing best practice in Human Resource Management

To achieve this, we will:

- Develop a workforce planning and succession programme
- Develop and enhance our health and safety management processes for the organisation
- Implement the Performance Management Development System (PMDS) and Competency Framework
- Support staff mobility development and career progression
- Improve staff engagement and communication structures as part of the PMDS process
- Develop and support policies to support diversity, equality and human rights
- Support a culture of continuous improvement and change management
- Enhance and develop our performance reporting structure through the use of the NOAC Key Performance Indicators and Local Indicators
- Maintain and develop, where possible, Council offices and facilities

Implementation

This Corporate Plan covers the five-year period 2019 - 2024 and serves as our Strategic Framework for delivery of services during the lifetime of the current Council. It reflects current demands, challenges and priorities for the Council over the five-year period and is based on an assessment of our operating environment and on what is realistic in the context of likely resource availability, with the annual budgetary process and the annual Service Delivery Plan setting out the scope and scale of works etc in each year.

The Council will provide a progress report in its Annual Report, on the implementation of the Corporate Plan. Further information in relation to progress regarding the implementation of the objectives set out in the Annual Service Delivery Plan will be included in the monthly Chief Executive Management Report to the Elected Council.

In addition, the Council will examine and monitor progress on achieving the targets set out in the Annual Service Delivery Plan. These annual plans take account of the approved budget for the year and translate the targets of the Corporate Plan into annual deliverables and allow for measurement of progress. The Annual Service Delivery Plan sets out in greater detail the activities to be undertaken by the Council across all key functional areas, and in the context of the adopted Budget, to deliver on the objectives in this Corporate Plan. Key baseline service provision indicators have been set out in this Plan which will aid the review of progress on an annual basis. In addition, the Council will prepare a Schedule of Municipal District Work Plans for adoption annually and updates on the delivery of these Plans will be presented to the Elected Members in the Municipal District.

Underpinning the Annual Service Delivery Plans will be the Operational Plans completed by each Directorate and Department further supported by the PMDS (Performance Management Development System) process which provides the link between individuals and the operational plans using the Personal Development Plans and the Team Development Plans.

In addition, the Council reports on its performance annually as part of the National Performance Indicator Report, Annual Financial Statement and Audit Reports.

Preparing the Plan – Consultation Process

In preparing this Corporate Plan, Kerry County Council sought input from internal and external stakeholders to aid the development of a comprehensive, strategic plan. The preparation of the Plan commenced in September 2019 based on the guidance issued by the Department in August which provided the basis for preparing a Draft Corporate Plan. This process was carried out in consultation with the Corporate Policy Group. A series of workshops were held with Elected Members and staff. In addition, the input from the broader community was received through the PPN network to provide a broader input to the strategic matters to be included in the Plan

The Plan was prepared taking account of the existing Corporate Plan (2015 – 2019) which had been reviewed in late 2017 following the adoption of the Kerry Local & Economic Community Plan, the Corporate Plan Guidelines from the Department (August 2019), input from the CPG, Council workshop, staff workshops and submissions received during the preparation process. The Draft Plan was brought forward to the Full Council for formal consideration and approval

Appendices

Appendix 1

Committees

Corporate Policy Group (CPG)

The CPG provides a forum for co-ordination and discussion of policy issues which cross the remit of the five Strategic Policy Committees (SPC) and Municipal Districts and act as a link between the SPCs and the Full Council. The CPG also monitors the performance of the Council and plays a key role in preparing the Budget. The CPG consists of Cathaoirleach and the Chairpersons of the five SPCs.

Strategic Policy Committees (SPCs)

The SPCs assist the Council in the formulation, development and review of policy. One-third of the membership of each SPC is drawn from sectors relevant to the work of the particular SPC, nominated by the Public Participation Network (PPN) and the sectoral partners. The role of the SPC is to aid the policy formulation process through a forum for discussion to take account of external sectoral views and views of the Elected Members.

Kerry has five SPCs as follows:

Name	KCC Elected Members	Sectoral Interests	Total
Economic Development, Enterprise, Tourism and Community SPC	7	6	13
Roads, Transportation and Marine SPC	6	5	11
Environment, Climate Change and Emergency Planning SPC	6	4	10
Housing SPC	6	4	10
Culture, Heritage and the Gaeltacht SPC	5	4	9
Total	30	23	53

Local Community Development Committee (LCDC)

This Committee is made up public and private sector representation, state agencies, elected members and community development representatives. Its key functions and objectives include the co-ordination, management and oversight of the implementation of local and community development programmes like the Social Inclusion Community Activation Programme (SICAP), the Rural Development Programme and the implementation of the community elements of the Kerry Local Economic and Community Plan (LECP).

Joint Policing Committee (JPC)

The JPC acts as a forum for consultation and makes recommendations on matters affecting policing, as provided for under the Garda Síochána Act 2005. It reviews the levels and patterns of crime, and anti-social behaviour and the underlying factors that contribute to these issues. It provides advice to the Council and the Garda Síochána in relation to the performance of their functions.

Audit Committee

The Local Government Reform Act 2014 provided for the establishment of an Audit Committee. It has an independent role in the provision of assurance to the Council. This includes oversight responsibilities for the consideration of the adequacy and effectiveness of the internal control systems, control environment and control procedures, financial reporting, monitoring compliance with governance procedures within the local authority, reviewing the effectiveness of the Internal Audit Unit, and providing advice and professional guidance in relation to the development of the unit. The Audit Committee comprises two elected members and three external members, with the Chairperson being one of the external members.

Associated Statutory Bodies

National Oversight and Audit Commission (NOAC)

The National Oversight and Audit Commission is a statutory body established to oversee the local government sector. Their role includes reviewing performance against key indicators, scrutinising financial performance including value for money and supporting best practice in the local government sector.

Kerry Local Community Development Committee

The Kerry Local Community Development Committee (LCDC) is responsible for coordinating, planning and overseeing local development initiatives including the implementation of the Kerry Local Economic & Community Plan (LECP). The Local Government Act 2014 provides for the establishment of the LCDC

The statutory functions of the LCDC include:

- To be responsible for national funding programmes at a local level. In 2018-2022 the Social Inclusion Community and Activation Programme (SICAP)

provides funding to tackle poverty and social exclusion through local engagement and partnerships between disadvantaged individuals, community organisations and public sector agencies

- Facilitate the LEADER element of the Rural Development Programme (2015-2020) to support sustainable economic development projects for rural communities ranging from tourism, agri-food and to business activities
- Improve the co-ordination of public-funded local and community development programmes and reduce duplication
- The preparation and implementation of the community element and review of economic elements of the Fingal Local Economic & Community Plan

The 19 member LCDC has broad representation from public and private interests including business, local development.

Public Participation Network

The Kerry Public Participation Network (PPN) was introduced following the enactment of the Local Government Act 2014. PPNs are collectives of environmental, social inclusion and voluntary organisations. Representatives are nominated to participate in and inform Local Authority decision making structures. The Fingal Local Community Development Committee has five PPN nominees.

Joint Policing Committee

The Joint Policing Committee is established under An Garda Síochána Act 2005, with the most recent Guidelines for operation of JPCs issued on 29th August 2014. Joint Policing Committees operate in a manner that offer an opportunity to develop greater consultation, cooperation and accountability between An Garda Síochána, Local Authorities and Elected Members, with the participation of the community and voluntary sector, on the management of policing and crime issues. Each of the partners involved in JPCs has its own distinct perspective and inputs to offer, along with its own responsibilities in ensuring that society's needs are effectively met to maintain safe and secure communities. Membership of the Kerry Joint Policing Committee consists of the following:

- 15 Elected Members (County Councillors)
- 5 Oireachtas Members (TDs and Senators)
- 2 Local Authority Officials
- 2 An Garda Síochána Representatives
- 7 Community Representatives

Local Traveller Accommodation Consultative Committee

The Local Traveller Accommodation Consultative Committee (LTACC) advises the Council in relation to the provision and maintenance of accommodation for Travellers. The Committee conducts its business having regard to its standing orders and the "Guidelines for the Operation of Local Traveller Accommodation Consultative Committees" issued by the then Department of the Environment, Community and Local Government.

Other Committees

Kerry County Rural Water Committee

Local Traveller Accommodation Consultative Committee

Association of Irish Local Government (AILG)

Local Authority Members Association (LAMA)

Southern Regional Assembly

Regional Health Forum South

Kerry Education and Training Board (KETB)

Southern Regional Drug & Alcohol Task Force

South Kerry Development Partnership

Killarney National Park Liaison Committee

MacGillycuddy Reeks Mountain Forum

IPB Insurance CLG

IRD Duhallow

Kerry Community Transport CLG, t/a Local Link Kerry

Uíbh Ráthach Action Plan Implementation Steering Group

Tralee Bay Wetlands Company Board

Kerry Recreation and Sports Partnership

Killarney Sports and Leisure Campus Ltd.

Killarney Technological Innovation Centre Ltd.

Appendix 2

Municipal Districts & Elected Members of Kerry County Council (as at January 2020)

Municipal District of Castleisland / Chorca Dhuibhne

CLlr Charlie Farrelly, c/o The Carnegie Building, Upper Main Street, Castleisland (Non-Party)
CLlr Breandán Fitzgerald, Dingle Heights, Ballinboola, Dingle (Fianna Fáil)
CLlr Fionnán Fitzgerald, Ballyfinogue, Rathanny, Tralee (Fianna Fáil)
CLlr Séamus Cosáí Fitzgerald, Droichead Bán, Glens, Dingle (Fine Gael)
CLlr Jackie Healy-Rae, Sandymount, Kilgarvan (Non-Party)
CLlr Bobby O'Connell, 15 Main Street, Castleisland (Fine Gael)
CLlr Michael O'Shea, Chapel Lane, Milltown (Fianna Fáil)

Municipal District of Kenmare

CLlr Michael Cahill, Rossbeigh, Glenbeigh (Fianna Fáil)
CLlr Patrick Connor-Scarteen, 5 Main Street, Kenmare (Fine Gael)
CLlr John Francis Flynn, Upper Tullig, Caragh Lake, Killorglin (Fianna Fáil)
CLlr Johnny Healy-Rae, Main Street, Kilgarvan (Non-Party)
CLlr Dan McCarthy, Kilcurrane East, Kenmare (Non-Party)
CLlr Norma Moriarty, Main Street, Waterville (Fianna Fáil)

Municipal District of Killarney

CLlr Brendan Cronin, Rathcommane, Ballyhar, Killarney (Non-Party)
CLlr Michael Gleeson, Clasheen, Killarney (South Kerry Independent Alliance)
CLlr Donal Grady, 2 Maple Drive, Killarney (Non-Party)
CLlr Maura Healy-Rae, Main Street, Kilgarvan (Non-Party)
CLlr Niall Kelleher, Cathaoirleach, Fairhill Business Centre, The Courtyard, Fairhill, Killarney (Fianna Fáil)
CLlr Marie Moloney, Coolick, Kilcummin, Killarney (Labour)
CLlr Niall Botty O'Callaghan, Kilbrean Beg, Killarney (Non-Party)

Municipal District of Listowel

CLlr Tom Barry, 50 Feale Drive, Listowel (Sinn Féin)
CLlr Robert Beasley, 'Puicín', Doon Road, Ballybunion (Sinn Féin)
CLlr Michael Foley, Main Street, Ballylongford (Fine Gael)
CLlr Mike Kennelly, Coolaclarig, Listowel (Fine Gael)
CLlr Jimmy Moloney, 11 Cherrytree Drive, Listowel (Fianna Fáil)
CLlr Aoife Thornton, Finuge, Lixnaw (Fine Gael)

Municipal District of Tralee

CLlr Deirdre Ferris, Barrow West, Ardfert (Sinn Féin)*
CLlr Jim Finucane, 33 Ashe Street, Tralee (Fine Gael)
CLlr Cathal Foley, Ballinorig South, Tralee (Sinn Féin)*
CLlr Sam Locke, 81 Spa Road, Tralee (Non-Party)
CLlr Terry O'Brien, Tonevane, Tralee (Labour)
CLlr Mikey Sheehy, 66 Cluain Ard, Ballyvelly, Tralee (Fianna Fáil)
CLlr Johnnie Wall, 8 Ballinorig Estate, Tralee (Fianna Fáil)*

Note

- * *Cllr Cathal Foley replaced Cllr Toiréasa Ferris who resigned on 3/10/19. Cllr Cathal Foley was co-opted to Kerry County Council on 21/10/2019*
- * *Cllr. Johnnie Wall replaced Deputy Norma Foley following her election to Dáil Éireann on 10/02/2020. Cllr. Johnnie Wall was co-opted to Kerry County Council on 25/02/2020*
- * *Cllr. Deirdre Ferris replaced Deputy Pa Daly following his election to Dáil Éireann on 09/02/2020. Cllr. Deirdre Ferris was co-opted to Kerry County Council on 25/02/2020*

Appendix 3

List of Strategies / Plans influencing Local Government Activities

National/EU

Age Friendly Ireland Strategy
Broadband Statement of Strategy 2016 – 2019
Construction 2020
Digital Agenda Europe 2010
Energizing Ireland's Rural Economy – CEDRA Report 2014
Entrepreneurship in Ireland Policy Statement 2014
Europe 2020
Fire Safety in Ireland. Report of the Fire Safety Task Force (May 2018). Department of Housing, Planning and Local Government
Foodwise 2025
Further Education and Training Strategy 2014 – 2019
Get Ireland Active
Governance Principles and Governance Framework for the Local Government Sector (CCMA, AILG, IPA)
Harvest 2020
Homelessness Policy Statement 2013 – 2016 (DOECLG)
Horizon 2020
Implementation Plan for the State's Response to Homelessness 2014 – 2016 (DOECLG)
Ireland 2040 – Our Plan, National Planning Framework (Draft)
Irish Language Scheme 2017 - 2020
Irish Water Business Plan – Transforming Water Services in Ireland to 2021
Irish Water Revenue Control 3 (2020 – 2024) issued on 5th December 2019 by the Commission for Regulation of utilities (CRU)
Keeping Communities Safe – Fire Services Framework 2013 (DOECLG)
Local Government ICT Strategy
Medium Term Economic Strategy 2014 – 2020 (Dept. of the Taoiseach)
Multi Action Plan for Jobs (Dept. Of Jobs, Enterprise and Innovation)
National (Children) Safeguarding Policy
National Action Plan for Social Inclusion 2007 – 2016
National Adaptation Framework
National Broadband Plan 2015 (Department of Communications, Climate Action and Environment)
National Climate Change Adaptation Framework 2013 (DOECLG)
National Cyber Security Strategy

National Cycle Policy Framework
National Development Plan
National Disability Inclusion Strategy 2017 - 2021
National Disability Strategy Implementation Plan 2013 – 2015 (Department of Health)
National Flood Forecasting and Warning Service (data from monitoring stations - waterlevel.ie)
National Heritage Plan - Heritage Ireland 2030
National Housing Strategy for People with a Disability 2011 – 2016 (DOECLG)
National Marine Planning Framework
National Migrant & Integration Strategy
National Mitigation Plan National Physical Activity Plan
National Planning Framework 2040
National Policy Framework for Children 2014 – 2020 (Department of Children and Youth Affairs)
National Positive Ageing Strategy (Dept. of Health)
National Skills Bulletin
National Social Enterprise Policy for Ireland 2019-2022 (Dept. of Rural & Community Dev)
National Spatial Strategy 2002 – 2020
National Sports Policy 2018 – 2027
National Strategy for Higher Education to 2030
National Strategy for People with a Disability 2011 - 2016 extended to 2020
National Strategy for Women and Girls 2017-2020
National Traveller and Roma Inclusion Strategy 2017 – 2021
National Vacant Housing Reuse Strategy
Office of the Planning Regulator - Strategy Statement 2019 – 2024
Our Communities: Framework Policy for Local and Community Development in Ireland 2016
Our Public Libraries 2022: Inspiring, Connecting & Empowering Communities
Our Sustainable Future – A Framework for Sustainable Development for Ireland 2012 (DOECLG)
Pathways to Work 2016 - 2020
People, Place and Policy – Growing Tourism to 2025 and the associated Tourism Action Plans
PPN User Guide (Department of Rural and Community Development)
Project Ireland 2040 – National Planning Framework
Public Service ICT Strategy
Putting People First - Action Programme for Effective Local Government 2012, DOECLG
Rebuilding Ireland (DOECLG) – Action Plan for Housing and Homelessness
Renewable Electricity Policy and Development Framework (REPDF)
River Basin Management Plan for Ireland 2018-2021
River Basin Management Plans (2015-2021) and Draft River Basin Management Plans for

Ireland (2018- 2021)
Rural Development Policy 2020+ Next phase
Rural Development Programme 2014 – 2020
Sectoral Climate Action Plans
Service Level Agreement EI/Local Authority (2017-2020)
Smarter Travel – A Sustainable Transport Future
Sport Ireland Policy for People with Disabilities
Sport Ireland Policy on Women in Sport
Strategy for Public Libraries – 2013 - 2019
Strategy for the Future Development of National and Regional Greenways
Strategy for the Rental Sector 2017 (DOECLG)
Sustainable Urban Housing: Design Standards for New Apartments – Guidelines for Building Authorities
Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sector in Ireland 2019-2024
Tourism Action Plan 2019-2021
Transport Infrastructure Ireland Standards
Traveller Accommodation Expert Review - July 2019
Traveller Accommodation Programme 2014 – 2018 (DOECLG)
UN Development Programme (UNDP) Sustainable Development Goals
Urbact III (2014 - 2020)
Urban Design Framework 2004
Urban Development and Building Heights – Guidelines for Building Authorities
Water Services Policy Statement 2018-2025
Water Services Policy statement –Department of Housing, Planning and Local Government (21st May 2018)
Wind Energy Development Guidelines (WEDGS)

Regional

Spatial and Economic Strategy (Emerging)

South West Regional Action Plan for Jobs 2015 - 2017

South West Regional Planning Guidelines

Regional Assembly Operational Programmes

Regional Planning Guidelines and Regional Spatial and Economic Strategies

The Regional Indicators Report – Monitoring Framework for the implementation of the Regional Planning Guidelines

Regional Waste Management Plan 2015 – 2021

Southern Region Waste Management Plan 2015 – 2021 – issued on 14th May 2015

Local

Kerry County Development Plan 2015 – 2021

Tralee MD 2018-24 & Tralee Town Plan 2009-15 (as extended & varied)

Killarney MD 2018-24 & Killarney Town Plan 2009-15 (as extended & varied)

Draft Listowel MD 2019-25 & Listowel Town Plan 2009-15 (as extended & varied)

Listowel/Ballybunion FALAP 2013-19

West Iveragh LAP 2019-25

Dingle FALAP 2012-18

Killorglin FALAP 2010-16

Kenmare FALAP 2010-16

Cahersiveen, Waterville & Sneem FALAP 2013-19

East Dingle Peninsula Settlements LAP 2008-14

Local Economic and Community Plan 2016 - 2022

County Kerry Tourism Strategy

Local Enterprise Development Plan

County Kerry Road Safety Plan 2016 -2020

Kerry Local Development Strategy – Leader – 2014 – 2020

Kerry Arts Strategy 2016 – 2021

Scéim Gaeilge 2020-2023

Kerry County Council Climate Change Adaptation Strategy (2019)

Tralee Killarney Hub Plan 2013-19

Appendix 4

Service Level Agreements

- Service Level Agreement between Enterprise Ireland and Kerry County Council in respect of Local Enterprise Office (28th March 2014)
- Service Level Agreement between MyPay and Kerry County Council for the Local Government Payroll and Superannuation Shared Service (28th September 2015)
- Service Level Agreement between National Roads Authority and Kerry County Council concerning the discharge of their functions and National Roads Offices (NRO)/ Project Offices (PO) (January 2015)
- Service Level Agreement between Irish Water and Kerry County Council and Annual Service Plans (1st January 2014)
- Service Level Agreement with Kerry Diocesan Youth Service for Comhairle na nÓg (March 2015)

Appendix 5

Progress on Implementation of Corporate Plan 2015 - 2019

Water Services, Environment, Fire and Library Services

This Directorate seeks to achieve the goals as stated in the Corporate Plan by advancing work programmes in the following areas:

In Water Services, we continue to seek investment from Irish Water for the plants and networks in Kerry to provide water treatment and waste water treatment to support the economic and tourism development of our county. We work collectively with Irish Water, within the terms of the Service Level Agreement, to ensure effective and efficient operation of water services and to identify future development needs for towns and villages and work with Irish Water to ensure the relevant investment needed is secured.

In the area of Environmental Services, we have advanced the development of the second cycle of the River Basin Management Plans and in particular the engagement of communities in the catchment awareness work required will be challenging. Some of the other areas of work that are presently receiving attention in the Environment area of work are focused on maintaining the superb environment that we are fortunate to have in this county. We are focussed on maintaining the pristine natural environment which exists in Kerry to support our tourism and economic development and to work with all Tidy Towns groups, residents, community groups and visitors to ensure the cleanliness of our county and to continue the fight against littering.

Fire and Emergency Services continued to act to protect the safety of people and property in our county. Given the evident effects of climate change that are manifesting themselves with increased flooding and severe weather incidents, the council continued to develop our emergency planning capacity.

We have also continuously developed the Civil Defence Service which acts to serve as an emergency response resource in times of severe weather or infrastructural difficulties such as major water outages. Through our Civil Defence service, we continue to support the hosting of major events in our county which contribute to our tourism offering and our economic development

The usage of our Library Services with its network of nine libraries plus our two mobile libraries continues to go from strength to strength bringing its own challenges. The Library Service is seeing record numbers of customers using our libraries and increasing use of our extensive online resources also. With regard to the future development of the library service, the Council provided for enhanced the customer experience at our libraries through the upgrading of technology including the provision of new self-service customer terminals and 3D printing technology availability. We also sought to continue the development of socially inclusive projects such as our reader development project and our Toys and Technology equipment lending scheme.

Our new mobile library serving 96 weekly stops became operational and we also developed the Muinín project in accessible technology for children at our Cahersiveen library as well as further developing the business service role of our libraries to support entrepreneurs and economic development. At all times we continue to seek to place libraries at the heart of communities and community development in Kerry

Roads, Transportation and Marine (previously Operations, Safety and Infrastructure)

The delivery of operational services, including the maintenance, upkeep, improvement of physical infrastructure and the provision of new infrastructure to support economic and social development is guided by the Corporate Plan and the actions identified in the Local Economic and Community Plan 2016- 2022.

The core objective for the Directorate is to ensure our physical and social infrastructure is sufficiently planned and developed to support economic development, enhance quality of life and sustainable communities.

Over the period of the last plan, over €203m was invested in the maintenance, upkeep and improvement of the road network in the county, through grant funding from the Department of Transport, Tourism and Sport; Transport Infrastructure Ireland and including Council funding of over €20m.

The funding provided for significant Improvement works on

- The N86 from Dingle to Annascaul & Gortabreagogue to Camp
- The N70 at Kilderry Bends
- The construction of the Kenmare Eastern Relief Road
- The construction of the Dingle Inner Relief Road
- The upgrading of key access to Fenit Port

The planning and design of the N69 Listowel Bypass was progressed with the CPO and EIS approved in 2017, and land acquisition substantially completed to allow the scheme to progress to construction.

Project Appraisals were complete for the N22 Farranfore / Killarney By-Pass scheme and the Tralee Northern Relief Roads with both schemes securing significant funding to progress through design.

A Flooding and Coastal Protection Unit was established in 2016 to manage the response to climate change and the impact of a number of severe weather events during the period of the previous plan. Areas at risk of flooding and coastal erosion were identified with response plans developed to manage the potential impacts, provide for advance warning systems and protection measures for vulnerable communities. A Climate Adaptation Strategy was developed and adopted by Council in 2019.

A CPO and EIA was completed for the South Kerry Greenway, involving extensive negotiations with communities and submitted to An Bord Pleanála, with an Oral

Hearing on the scheme in late 2019. The 32km greenway will serve as a catalyst for economic development of south Kerry, which has been subject to population decline over recent years. Funding of €6.5m was secured from the Department of Transport, Tourism and Sport for the Fenit to Tralee and Listowel to Limerick greenways, with planning commenced on the Tralee to Listowel section.

A Road Safety Plan 2016- 2020 was developed, working in conjunction with the Road Safety Authority, An Garda Síochána and other interests in promoting and improving road safety in the county for all road users.

A significant upgrade to the public realm was completed in Tralee which supports smarter travel and encouraged regeneration of the town centre, which is further advanced with the development of a Masterplan for the Island of Geese site.

An Annual Service Delivery Plan and Schedule of Municipal District Work Plans were prepared and approved each year. These plans set out in detail the work programmes for the Directorate with reports on implementation presented to the MD members quarterly and to full council.

Economic and Community Development

The Corporate Plan of Kerry County Council continued to guide the work of the Economic and Community Development Directorate. It has, in association with the other directorates of the council, an enhanced role in leading the economic and community development of the county as envisaged in 'Putting People First' and the Local Government Reform Act, 2014. It achieves this through the delivery of the actions contained in strategic documents including the Corporate Plan, Local Economic and Community Plan, the Tourism Strategy and Action Plan, the Kerry County Development Plan, Municipal District Local Area Plans, Leader Strategy and the South West Regional Action Plan for Jobs.

2018 saw the publication of Project Ireland 2040 – The National Planning Framework which sets the long-term strategic national development objectives, and which will guide the various regional, county and local plans throughout the country. The directorate was responsible for inputting the counties main ambitions in the development of the Framework.

Work progressed on the preparation of Local Area Plans for the Municipal District areas, with the adoption of plans for the Killarney, Tralee Municipal districts as well as variations to both the Tralee and Killarney Town Plans. Work progressed on the Listowel and West Iveragh plans.

The council continued the economic focus of the organisation through the work of the Economic Development Unit, the additional appointment of the Atlantic Economic Development Officer to strengthen the links of the county with the Atlantic coastal counties. The role of the Economic Development Unit is to promote economic development sustaining and creating a positive environment for job creation. The role of the directorate in both economic and community development includes;

- leading and mobilising economic development locally in conjunction with relevant agencies.
- County/Regional working group of State Agencies including Kerry County Council/IDA/Enterprise Ireland and the Institute of Technology Tralee established to coordinate the potential of economic development in the county.
- Marketing County Kerry.
- Supporting the provision of economic infrastructure within the county.
- Identification of funding opportunities across a wide range of economic, tourism and community activities.
- Develop projects announced under the various grant schemes announced throughout the year.
- Work with the local development and community sectors in delivering across a range of schemes including LEADER, SICAP, Age Friendly, youth and sporting activities and general community development.
- Liaise with the Regional Skills Forum and Third Level Institutions in relation to skills development.
- Contribution to Regional Spatial and Economic Strategies.
- Implement the Kerry Local Economic and Community Plan 2016-2022.
- Work with the Broadband Officer to ensure that Kerry is prioritised for the provision of high speed broadband.
- Land use planning

The council continued to develop strong collaborative relationships with key public sector organisations including the IDA, Enterprise Ireland, third level education institutions, the local development and community partners and leading private sector companies in delivering a strong economic and community development focus for the county.

Housing

The Housing Department currently operates under the most recent Action Plan for Housing and Homelessness – Rebuilding Ireland. There is a broad range of national schemes in operation and delivered at local level. The Housing Capital Unit is responsible for the planning, design and delivery of the Council's new builds and has one of the highest targets in the country for delivery of residential units under the governments Rebuilding Ireland Action Plan.

A primary focus, in the current delivery programme, is the provision of additional social housing units under capital programmes supported by the DHPLG. In particular, the build/ construction element of the programme is critical. The DHPLG notified Local Authorities (LA's), including Kerry County Council, of our programme target in early 2018 – these targets were subsequently re-calibrated and the final programme targets for the period 2017 - 2021 were notified in April 2018. The revised Council target for the programme is 1,770 units (excluding HAP and RAS).

Kerry County Council has a pro-active partnership with Approved Housing Bodies to deliver units within the overall programme and significant projects are underway.

Progress continued in the improvement to our social housing stock, active voids programme, energy efficiency improvement works, our ongoing preventative maintenance programme and adaptation works programme.

Kerry County Council is also working with and within the established national structures and programmes to deliver appropriate services for those requiring emergency accommodation support, for the homelessness including preventative and other measures to help individuals exit from long-term homelessness in the county. Recent years have seen a significant increase in demand for these services and it continues to be a very challenging area.

Kerry County Council continues to make significant grant funding available under the Housing Adaptation Grants for Older People and People with a Disability Grant Schemes.

Organisational Capacity and Accountability

In accordance with the provisions of the Local Government Reform Act 2014, new arrangements for local government were put in place following the 2014 Local Elections with the creation of four Municipal Districts (MDs), replacing the former Electoral Areas and former Town Councils. Each of the Municipal Districts was overseen by a Municipal District Manager and a Municipal District Officer. The four Districts were: - Tralee MD, Killarney MD, Listowel MD, South & West Kerry MD. This was a significant change for local government with new procedures and practices developed for the effective operation of the new Municipal District Structure to ensure efficiency and effectiveness in the process.

In 2019 there was a change in the structure with an additional Municipal District established and the boundaries of the districts revised to take account of the new arrangement. The 5 districts are Castleisland / Corca Dhuibhne MD, Kenmare MD, Killarney MD, Listowel MD and Tralee MD.

A Corporate Plan for the new Council was adopted on 9th March 2015, taking account of the new local government arrangements and setting out the strategic objectives and strategies for the term of the Council. The plan was reviewed in 2017 following the adoption of the Kerry Local Economic and Community Plan with the updated Corporate Plan adopted by the Council on 20th November 2017.

Updates on progress on the implementation of the plan are included on the Annual Report each year. In addition, regular updates in relation to various strategies are included as part of the Chief Executive's Management Report to Council which is prepared on a monthly basis.

Significant progress has been made in the areas of governance, customer service and ICT capacity during the period, to take account of the needs arising in these areas.

Over the course of the Corporate Plan, Kerry County Council managed the resource base effectively despite the many challenges faced. The council has effective budgetary controls in both revenue and capital and strengthened debt management measures to maximise income collection levels.

This effective resource management has facilitated continued delivery of local services by the Council, has enabled it to plan for existing and future substantial liabilities and also to plan for a number of on-going specific projects in achieving Kerry County Council's corporate strategic objectives.

Appendix 6

Baseline Data for Performance Measurement

The measures of performance set out below are based on the most recently available approved data across the range of services. National Performance Indicator Outcomes as set by the National Oversight and Audit Committee (NOAC) for 2018 are listed below. The objective of the Council is to seek and maintain and where possible, improve on the 2018 performance level.

In addition, a number of Key Indicators are included in respect of additional areas. It is intended that outcomes for these will be monitored on a regular basis and these will be reflected in our Annual Service Delivery Plans as part of our Performance Measurement and Management.

2018 Performance Indicator Outcomes:

Topic	Indicator	Value
H1 Housing: Social Housing Stock	A. No. of dwellings in the ownership of the LA at 1/1/2018	4086
	B. No. of dwellings added to the LA owned stock during 2018 (whether constructed or acquired)	152
	C. No. of LA owned dwellings sold in 2018	31
	D. No. of LA owned dwellings demolished in 2018	2
	E. No. of dwellings in the ownership of the LA at 31/12/2018	4205
	F. No. of LA owned dwellings planned for demolition under a DHPLG approved scheme	2
H2 Housing Vacancies	A. The percentage of the total number of LA owned dwellings that were vacant on 31/12/2018	5.02 %
H3 Housing: Average re-letting time and direct costs	A. The time taken from the date of vacation of a dwelling to the date in 2018 when the dwelling is re-tenanted, averaged across all dwellings re-let during 2018	28.23 wk
	B. The cost expended on getting the dwellings re-tenanted in 2018, averaged across all dwellings re-let in 2018	€14551.94
H4 Housing Maintenance Direct Costs	A. Expenditure during 2018 on the maintenance of LA housing compiled from 1 January 2018 to 31 December 2018, divided by the no. of dwellings in the LA stock at 31/12/2018, i.e. the H1E less H1F indicator figure	€489.03
H5 Private Rented Sector Inspections	A. Total number of registered tenancies in the LA area at end of June 2018	7854
	B. Number of rented dwellings inspected in 2018	870
	C. Percentage of inspected dwellings in 2018 that were found not to be compliant with the Standards Regulations	73.33 %

H6 Housing: Long term Homeless Adults	D. Number of non-compliant dwellings that became compliant during 2018	105
	The number of dwellings inspected in 2018 that were found not to be compliant with the Housing (Standards for Rented Houses) Regulations	638
	A. Number of adult individuals in emergency accommodation that are long-term homeless as a % of the total number of homeless adult individuals in emergency accommodation at the end of 2018	44.35 %
	The number of adult individuals classified as homeless and in emergency accommodation on the night of 31 December 2018 as recorded on the PASS system	115
Roads: R1 Pavement Surface Condition Index (PSCI) Ratings	The % of Regional road kilometres that received a PSCI rating in the 24 month period prior to 31/12/2018	100
	The % of Local Primary road kilometres that received a PSCI rating in the 24 month period prior to 31/12/2018	92
	The % of Local Secondary road kilometres that received a PSCI rating in the 24 month period prior to 31/12/2018	28
	The % of Local Tertiary road kilometres that received a PSCI rating in the 60 month period prior to 31/12/2018	76
	The % of total Regional road kilometres with a PSCI rating of 1-4 at 31/12/2018	5
	The % of total Regional road kilometres with a PSCI rating of 5-6 at 31/12/2018	24
	The % of total Regional road kilometres with a PSCI rating of 7-8 at 31/12/2018	32
	The % of total Regional road kilometres with a PSCI rating of 9-10 at 31/12/2018	39
	The % of total Local Primary road kilometres with a PSCI rating of 1-4 at 31/12/2018	10
	The % of total Local Primary road kilometres with a PSCI rating of 5-6 at 31/12/2018	20
	The % of total Local Primary road kilometres with a PSCI rating of 7-8 at 31/12/2018	38
	The % of total Local Primary road kilometres with a PSCI rating of 9-10 at 31/12/2018	30
	The % of total Local Secondary road kilometres with a PSCI rating of 1-4 at 31/12/2018	14
	The % of total Local Secondary road kilometres with a PSCI rating of 5-6 at 31/12/2018	22
	The % of total Local Secondary road kilometres with a PSCI rating of 7-8 at 31/12/2018	33
	The % of total Local Secondary road kilometres with a PSCI rating of 9-10 at 31/12/2018	23
	The % of total Local Tertiary road kilometres with a PSCI rating of 1-4 at 31/12/2018	16
	The % of total Local Tertiary road kilometres with a PSCI	23

R2 : Regional Road Grant Works	rating of 5-6 at 31/12/2018	
	The % of total Local Tertiary road kilometres with a PSCI rating of 7-8 at 31/12/2018	24
	The % of total Local Tertiary road kilometres with a PSCI rating of 9-10 at 31/12/2018	14
	A1. Kilometres of regional road strengthened during 2018	11.8
	A2. The amount expended on regional roads strengthening work during 2018	€2351106
	B1. Kilometres of regional road resealed during 2018	24.8
	B2. The amount expended on regional road resealing work during 2018	€794453
	C1. Kilometres of local road strengthened during 2018	80.1
	C2. The amount expended on local road strengthening work during 2018	€7047608
	D1. Kilometres of local road resealed during 2018	71.4
	D2. The amount expended on local road resealing work during 2018	€1626052
R3 Motor Tax: % of Motor Tax Transactions conducted on-line	A. The percentage of motor tax transactions which were dealt with online in 2018	75.87 %
W1 Water: % Drinking Water in Private Schemes in compliance with statutory requirements	% of Drinking Water in private schemes in compliance with statutory requirements	96.19%
E1 Waste: No./% of Households availing of a 3 Bin Service	A. The number of households, based on the 2016 Census, who are situated in an area covered by a licensed operator providing a 3 bin service at 31/12/2018	29146
	B. The % of households within the local authority (per the 2016 Census) that the number at A represents	53.69 %
E2 Environmental Pollution: % of Environmental Pollution Cases Closed	A1. Total number of pollution cases in respect of which a complaint was made during 2018	1486
	A2. Number of pollution cases closed from 1/1/2018 to 31/12/2018	1417
	A3. Total number of cases on hands at 31/12/2018	371
	The opening number of cases carried forward from the year end 2017	302
E3 Litter Pollution: % of LA area within the 5 Levels of	A1. The % of the area within the LA that when surveyed in 2018 was unpolluted or litter free	24

Litter Pollution	A2. The % of the area within the LA that when surveyed in 2018 was slightly polluted	74
	A3. The % of the area within the LA that when surveyed in 2018 was moderately polluted	2
	A4. The % of the area within the LA that when surveyed in 2018 was significantly polluted	0
	A5. The % of the area within the LA that when surveyed in 2018 was grossly polluted	0
E 4 Green Flag Status: % of Schools that have been awarded green flag status	A. The % of schools that have been awarded green flag status	55.90 %
P1 Planning: New Buildings Inspected	A. Buildings inspected as a percentage of new buildings notified to the local authority	18.61 %
P2 Planning: No./% of Planning Decisions confirmed by An Bord Pleanála	A. Number of LA planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the Board on any date in 2018	61
	B. % of the determinations at A which confirmed (either with or without variation) the decision made by the LA	59.02 %
P3 : Planning Enforcement cases closed as resolved	A. Total number of planning cases referred to or initiated by the local authority in the period 1/1/2018 to 31/12/2018 that were investigated	271
	B. Total number of investigated cases that were closed during 2018	347
	C. % of the cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development	35.45 %
	D. % of cases at B that were resolved to the LA's satisfaction through negotiations	5.48 %
	E. % Cases at B that were closed due to enforcement proceedings	59.08 %
	F. Total number of planning cases being investigated as at 31/12/2018	464
P4 Planning: Cost per capita of the Planning Service	A. The 2018 Annual Financial Statement (AFS) Programme D data divided by the population of the LA area per the 2016 Census	€30.25
P5 Applications for Fire Safety Certificates	A. The percentage of applications for fire safety certificates received in 2018 that were decided (granted or refused) within two months of their receipt	71.43 %
	B. The percentage of applications for fire safety certificates received in 2018 that were decided (granted or refused) within an extended period agreed with the applicant	23.81 %

F1 Fire Service: Cost per Capita of the Fire Service	A. The Annual Financial Statement (AFS) Programme E expenditure data for 2018 divided by the population of the LA area per the 2016 Census figures for the population served by the fire authority as per the Risk Based Approach Phase One reports	€46.42
F2 Fire Service: Fire Service Mobilisation	A. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of fire	0 min
	B. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of fire	6:19
	C. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of all other (non-fire) emergency incidents	0 min
	D. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of all other (non-fire) emergency incidents	6:16
F3 Percentage Attendance Times at Scenes	A. % of cases in respect of fire in which first attendance at scene is within 10 minutes	26.82 %
	B. % of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes	53.45 %
	C. % of cases in respect of fire in which first attendance at the scene is after 20 minutes	19.73 %
	D. % of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes	27.17 %
	E. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes	57.61 %
	F. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes	15.22 %
L1 Library Service: Library Visits and Issues	A. Number of visits to libraries per head of population for the LA area per the 2016 Census	3.05
	B. Number of items issued to borrowers in the year	505631
L2 Library Service: Cost per Capita of operating a Library Service	A. The Annual Financial Statement (AFS) Programme F data for 2018 divided by the population of the LA area per the 2016 Census	€23.02
Y1 Youth and Community: Participation in Comhairle na nÓg Scheme	A. Percentage of local schools involved in the local Youth Council/Comhairle na nÓg scheme	88.00 %
Y2 Groups associated with the Public Participation Network PPN	A. Number of organisations included in the County Register and the proportion who opted to be part of the Social Inclusion College within the PPN	10.17

C1 Corporate: Total Number of WTEs	A. The wholetime equivalent staffing number as at 31 December 2018	1107.62
C2 Working Days Lost to Sickness	A. Percentage of paid working days lost to sickness absence through medically certified leave in 2018	4.58 %
% of Paid Working days lost to Medically Certified Sickness Absence in 2018	B. Percentage of paid working days lost to sickness absence through self-certified leave in 2018	0.35 %
C3 Corporate: LA Website and Social Media Usage	A. Total page views of the local authority's websites in 2018	5881620
	B. Total number of followers at end 2018 of the LA's social media accounts	53527
C4 Overall Cost of ICT Provision per WTE	A. All ICT expenditure in the period from 1/1/2018 to 31/12/2018, divided by the WTE no	2539.64
C5 Overall Cost of ICT as a proportion of Revenue Expenditure	A. All ICT expenditure calculated in C4 as a proportion of Revenue expenditure	2.08
M1 Finance: 5 Year Summary of Revenue Account Balance	E. Cumulative surplus/deficit balance at 31/12/2018 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€6521851
	F. Cumulative surplus or deficit at 31/12/2018 as a percentage of Total Income in 2018 from the Income and Expenditure Account Statement of the AFS	4.58 %
	G. Revenue expenditure per capita in 2018	€914.62
M2 : 5 Year Summary of % Collection Levels for Major Revenue Sources	Collection level of Rates from the Annual Financial Statement for 2014	77.6 %
	Collection level of Rates from the Annual Financial Statement for 2015	79.6 %
	Collection level of Rates from the Annual Financial Statement for 2016	81.3 %
	Collection level of Rates from the Annual Financial Statement for 2017	82.5 %
	Collection level of Rates from the Annual Financial Statement for 2018	84.6 %
	Collection level of Rent & Annuities from the Annual Financial Statement for 2014	93.6 %
	Collection level of Rent & Annuities from the Annual Financial Statement for 2015	94.1 %

	Collection level of Rent & Annuities from the Annual Financial Statement for 2016	93.6 %
	Collection level of Rent & Annuities from the Annual Financial Statement for 2017	92.6 %
	Collection level of Rent & Annuities from the Annual Financial Statement for 2018	93.1 %
	Collection level of Housing Loans from the Annual Financial Statement for 2014	82.5 %
	Collection level of Housing Loans from the Annual Financial Statement for 2015	80.3 %
	Collection level of Housing Loans from the Annual Financial Statement for 2016	81.0 %
	Collection level of Housing Loans from the Annual Financial Statement for 2017	82.1 %
	Collection level of Housing Loans from the Annual Financial Statement for 2018	84.8 %
Economic Development:		
J1 : No of Jobs created	A. The no. of jobs created with assistance from the Local Enterprise Office during the period 1/1/2018 to 31/12/2018	104.0
J2 : Trading Online Vouchers	A. The no. of trading online voucher applications approved by the Local Enterprise Office in 2018	56
	B. The no. of those trading online vouchers that were drawn down in 2018	23
J3 : No. of Mentoring recipients	A. The no. of participants who received mentoring during the period 1/1/2018 to 31/12/2018	130
J4 :Tourism	A. Does the local authority have a current tourism strategy?	Yes
	B. Does the local authority have a designated Tourism Officer?	Yes