

ANNUAL SERVICE DELIVERY PLAN 2020

Limerick City and County Council



Comhairle Cathrach
& Contae **Luimnigh**

Limerick City
& County Council

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Appendix 1 – Annual Service Delivery Plan 2019 Review	

Note from Chief Executive

The Local Government Reform Act, 2014, requires each local authority to prepare an Annual Service Delivery Plan. The purpose of the plan is to provide a corporate document that sets out the objectives for service delivery and performance standards to be achieved every year.

This document takes account of, and is consistent with, the Budget 2020, which was adopted by the Elected Members on 15 November 2019.

The Service Delivery Plan for 2020 outlines details of the high-level strategies from the Corporate Plan 2019-2024 and gives an overview of the Budget landscape for 2020 as approved at the annual budget meeting in November 2019.

The activities included in the service plan take account of the priorities agreed during the annual budgetary process and will be subject to the expenditure service and sub-service cost centres as set out in the Annual Budget for 2020 and/ or the Schedule of Municipal District Works as approved for the Metropolitan and Municipal Districts for the year.

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

Limerick City and County Council has positioned itself as a proactive organisation to serve the people of Limerick. This Service Delivery Plan outlines the key objectives for service delivery and performance standards to be achieved in 2020 in order to meet the objectives, which were provided for in Budget 2020.

Dr. Pat Daly,

Chief Executive,

Limerick City and County Council.

Introduction

The Service Delivery Plan is based on the Core Objectives and Supporting Strategies, as set out in the Corporate Plan. It outlines in detail the key actions in each of the service areas proposed to be undertaken in 2020. It also identifies the performance standards for the services.

The Service Delivery Plan is aligned with the following:

- Corporate Strategic Goals
- Budget Strategy and Objectives

Corporate Strategic Goals
Maintain a City and County Council that is recognised as ambitious and innovative for the people of Limerick
Grow our economy and create opportunity in Limerick
Invest in Limerick's infrastructure, protect its natural and built environment and unique heritage mix
Transition to an environmentally sustainable carbon neutral economy
Promote a socially integrated, healthy and safe Limerick
Actively engage with our communities
Work with our colleagues across the public sector and our partners in the private and voluntary/community sector to deliver on a shared commitment to Limerick as set out in the Limerick Charter
Be effective and committed to providing services that will underpin an innovative Limerick

Budget Strategy and Objectives

The key objectives of the 2020 Budget are set out below:

- 1. Community Development Directorate to provide a stronger focus on a number of interrelated areas around support to communities:**
 - Engagement and advice to communities on grant schemes and other Council led supports
 - Supporting communities through the delivery of a range of Age Friendly, Education, Integration and Health and wellbeing related programmes
 - Revitalisation of our urban areas & villages through a continued focus on addressing dereliction, vacancy & delivering public realm improvements
 - Delivering a cultural and arts programme for the benefit of the people of Limerick and visitors to our City and County.
 - Deliver a programme of festivals and events through the implementation of the proposed Festival and Event Strategy.
 - Delivering Tourism Development
 - Strengthening the role of our libraries, gallery and museum to enhance the quality of life for the people of Limerick

- 2. Dedicated Housing Development directorate with priority on the following areas:**
 - Implement Planned Maintenance Programme
 - Introduce Single Point of Contact for vacant properties
 - Increased Resources for Estate Management and maintain resources in the area of tenancy enforcement.
 - Implement single Differential Rent Scheme
 - Increased resources in the area of Homelessness
 - Deliver on targets set out under Rebuilding Ireland
 - Working with Approved Housing Bodies as a key delivery mechanism.

3. Economic Development:

- Continue the increased pace of economic investment/ job creation in the City and County
- Launch and implement Limerick's new brand identity
- Continue to deliver on Limerick 2030 economic & spatial strategy
- Expand Innovate Limerick projects and support LEO programme for SME sector
- Lead a digital strategy that will lay the foundation for a "Smart Limerick Region".
- Ensure that Limerick is at the forefront in targeting European funding and investment.

4. Physical Development:

- To continue to invest in the rural and urban infrastructure through the delivery of the 2020 schedule of municipal district works
- Progress key infrastructure projects to facilitate the continued economic growth in Limerick and the Mid-West
- To continue to work with the National Transport Authority and Clare County Council to complete the Limerick / Shannon Metropolitan transport Strategy.
- Protect the natural and built environment for Limerick City and County including the progression of the CFRAMS programme in conjunction with the OPW,
- To continue to work towards our 2020 climate change targets and to meet the objectives of the Water Framework directive.

5. Delivery of 2020 targets as set out in Rebuilding Ireland and continue to provide a quality service while actively looking to implement innovative solutions to deliver further efficiencies.

6. Continue to seek efficiencies in service provision, cost reduction and value for money.

Analysis of Expenditure Requirements 2020

The total estimated expenditure included in the Budget for 2020 amounts to €825.408million, an increase of €135.824 million on the adopted figure for 2019. The growth in the HAP transactional Shared Service Centre accounts for the majority of this increase. As this expenditure is matched by an increase in corresponding income, it has no net effect on the Budgetary Provisions. The following Table 2 depicts Revenue expenditure by Division.

Division	Adopted Budget 2020	Adopted Budget 2019
A - Housing & Building	€39,690,353	€35,445,918
A - HAP Shared Service Centre	€641,786,083	€518,781,747
B - Road Transport & Safety	€44,249,403	€39,420,857
C - Water Services	€15,911,668	€14,665,694
D - Development Management	€20,770,097	€19,814,221
E - Environmental Services	€33,399,584	€32,314,238
F - Recreation & Amenity	€14,458,951	€13,948,846
G - Agri, Ed, Health & Welfare	€1,380,672	€1,369,896
H - Misc Services	€13,761,452	€13,823,171
	€825,408,263	€689,584,588

Table 2: Analysis of Expenditure by Division

The following bar chart shows the estimated expenditure for Budget 2020 for each Division, with comparative figures for 2019:

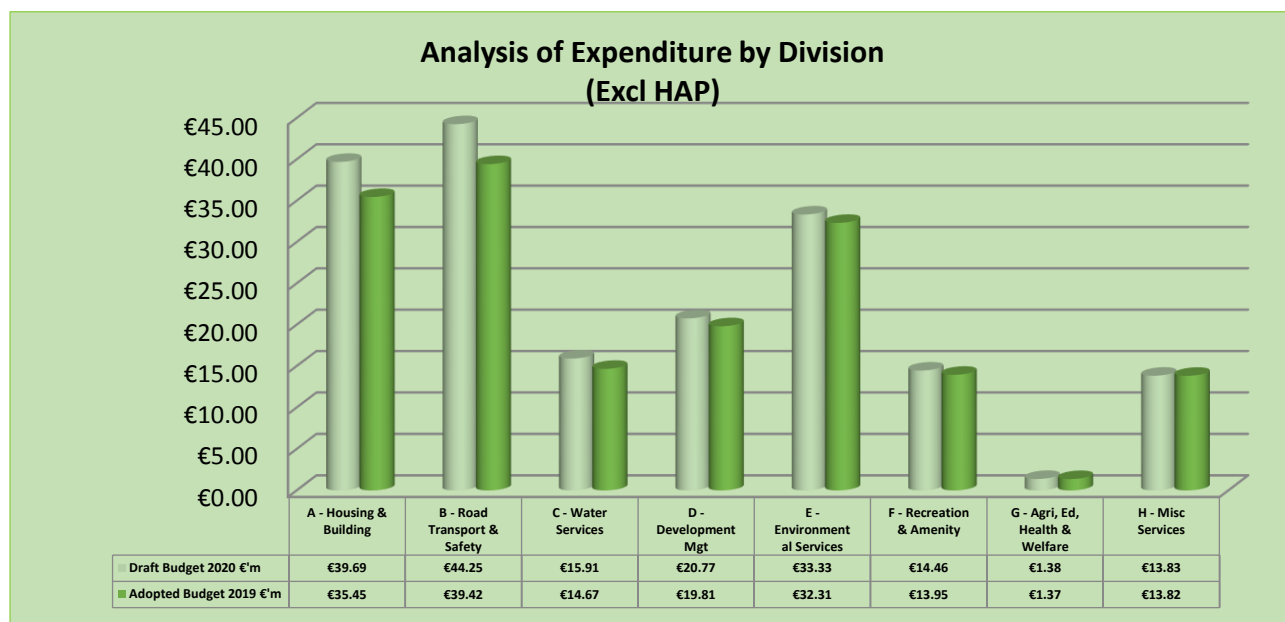


Chart 2: Analysis of Expenditure (excl HAP) by Division - Budget 2020 versus Budget 2019

Analysis of Income 2020

The level of expenditure shown above, at €825.408 million, will be financed from the following sources:

Source	Amount
1. Local Property Tax	€19,914,250
2. Commercial Rates	€58,567,823
3. Grants & Subsidies (net of HAP)	€52,451,473
4. Goods & Services (net of HAP)	€52,735,632
Sub Total Income (Excluding HAP)	€183,669,178
1. HAP Differential Rent	€153,609,716
2. HAP Subsidy from DHPLG	€488,129,369
Sub Total HAP	€641,739,085
Total including HAP	€825,408,263

Table 3: Analysis of Budget 2020 Income

The following Pie chart highlights the % split by income category excluding HAP.

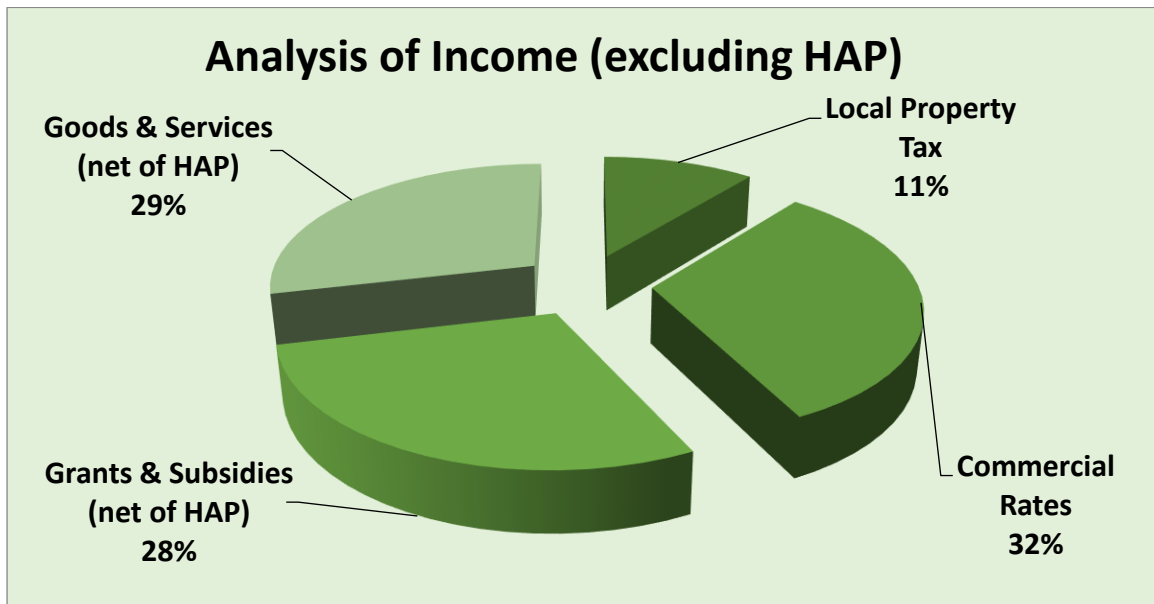


Chart 3: Analysis of Budget 2020 Income (excluding HAP)

72% of the Council's income (excluding HAP) is now generated locally through Commercial Rates (32%), LPT (11%) and goods & services (29%).

Organisational Structure

Organisation Structure – Limerick City and County Council January 2020



Organisational Resources approved at Budget 2020

The Service Delivery Plan sets out objectives based on the Budget approved by the Elected Members. In this regard, the Council's Budget 2020 provides for a total expenditure of €825,408 million in relation to day-to-day services. The annual Budget provides for services and is set out in the main Service Divisions –

Division	Service Division	Total Expenditure	% of Budget
A	Housing and Building	€39,690,353	4.8%
A	HAP Shared Service Centre	€641,786,083	78%
B	Road Transportation and Safety	€44,249,403	5.4%
C	Water Services	€15,911,668	1.9%
D	Development Management	€20,770,097	2.5%
E	Environmental Services	€33,329,584	4.0%
F	Recreation and Amenity	€14,458,951	1.8%
G	Agriculture, Education, Health and Welfare	€1,380,672	0.2%
H	Miscellaneous Services	€13,831,452	1.7%
Total		€825,408,263	

One of the Council's major sources of income is commercial rates and is estimated to be €58,567,823 in 2020. The Annual Rate on Valuation (ARV) will remain the same at 0.2677 in 2020. Income from various other sources as adopted by the Members comes to €746,926,190. In addition, the Local Property Tax allocation for 2020 amounts to €19,914,250. This Service Plan focusses on the principal services delivered on a day-to-day basis and funded from the Revenue Budget.

Staffing resources available to the Council as at December 2019 are as follows –

Employee Category	Total
Managerial	10
Clerical/Administrative	536
Professional/Technical	231
Outdoor	461
Fulltime/Retained Firefighters	140
Overall Total	1,378

The Service Delivery Plan will now set out the service plan by Directorate based on the approved Budget.

Economic Development Directorate

This Directorate is committed to develop Limerick's urban and rural communities as engines of economic growth. This is central to the Mid-West Region creating an environment that will establish Limerick as the premier investment location and a friendly place to set up a new business. This Directorate leads the Council's initiatives in economic development and strategic planning of Limerick.

The Directorate is responsible for policy and strategy in the economic area including the supporting of the Economic Development, Enterprise and Planning SPC of the Council and assists in the implementation of the Local Community Development Committee (LCDC) economic plan.

The Directorate comprises a number of distinct but inter-related business units; Trade and Investment, Local Enterprise Office, Innovate Limerick, Urban Innovation, Strategic Planning, Marketing and Communications. Other business activities in the Directorate include the Mid-West Action Plan for Jobs, Limerick Food Strategy, and the distribution of funds for capital projects under the Development Fund. Through the Forward Planning unit, the Council inputs into various regional and national spatial and economic strategies. This Directorate has the lead role in the selection and funding of all Council economic development projects and engages with relevant government agencies and stakeholders on these matters. The various units of the Directorate works with local, regional, national and international partners to promote Limerick as an investment location.

The operationally focussed unit of Planning deals with the planning application process, planning enforcement, licensing etc. and is managed by the Service Operations Directorate.

Economic Development is one of four Strategic Directorates in the Council, the others being Housing, Physical, and Social. All work in unison with each other to ensure that the Corporate Objectives (outlined earlier) are achieved for the benefit of the citizens of Limerick.

Corporate Plan Supporting Strategies –

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Economic Development Directorate are set out below:-

Supporting Strategy Description	Corporate Strategic Goal
Continue to implement Limerick 2030: An Economic and Spatial Plan for Limerick, to provide a vibrant Limerick by creating the rejuvenation of communities in Limerick.	Goal 1
Enhance the profile, impact and influence of Limerick internationally to maximise our potential and seize global growth and associated market opportunities to secure a sustainable economic future.	Goal 1
Continue to explore strategic and innovative funding models to develop key strategic sites	Goal 1
Position Limerick internationally as a competitive knowledge economy, known for its skills base and excellence in a range of sectors thus creating a vibrant and diversified economy with a mix of economic uses and a strong education presence.	Goal 2
Develop a unique ecosystem for starting, growing and developing new business – making Limerick Ireland’s most business-efficient location.	Goal 2
Work with our partners and state agencies to create long-term economic growth, with a strong focus on job creation, upskilling and training to create economic clusters around our urban centres.	Goal 2
Complete the review and preparation of the first joint City and County Development Plan for Limerick aligned with the strategic aims and objectives of the National Planning Framework, Ireland 2040 and the Southern Regional Economic and Spatial Strategy. The Plan will set out the overall strategy of the Council for the proper planning and sustainable development of Limerick over the next six years.	Goal 2
Deliver on our Local Enterprise Development Plan in order to promote entrepreneurship, foster business start-ups and develop existing micro and small businesses to drive job creation and to provide accessible high quality supports for small business.	Goal 2
Work collaboratively with our partners in public agencies, the community and voluntary sector and local businesses to maximise local employment and	Goal 2

training opportunities in those areas experiencing persistently long term unemployment and economic inactivity.	
Engage with our communities, Government Agencies and private partners in developing a City and County Development Plan that will guide the future growth and development of Limerick.	Goal 6
Commit with our partners to openness in exploring different and innovative ways to joint service delivery and trading options including co-location and sharing administrative functions and facilities as far as possible.	Goal 7
Manage and implement Planning statutory functions to ensure that we reach the highest ethical standards in these areas for the benefit of all citizens, internal and external stakeholders.	Goal 8

Principal Services and Financial Resources –

The table below sets out the Principal Services to be delivered and the budgetary provision adopted by the Members of Limerick City and County Council in Budget 2020 to fund these services:-

Principal /Budget Service	Service Description	Total
D01	Forward Planning	€1,094,456
D02	Development Management	€1,501,995
D03	Enforcement	€494,023
D04	Industrial and Commercial Facilities	€3,808
D05	Tourism Development and Promotion	€923,524
D07	Unfinished Housing Estates	€71,002
D09	Economic Development and Promotion	€5,095,667
D10	Property Management	€691,543
D11	Heritage and Conservation Services	€243,518
D12	Agency and Recoupable Services	€43,788

E10	Safety of Structures and Places	€52,434
F04	Community Sport and Recreational Development	€10,000
F05	Operation of Arts Programme	€39,000
H07	Operation of Markets and Casual Trading	€10,521
J01	Corporate Building Costs	€1,210,000
J02	General Corporate Services	€63,600
Total		€11,548,879

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2020:-

Principal Services	Objective	Performance Standard
Strategic Planning for the Limerick City Region	Plan for the orderly growth of Limerick and the Mid-West Region	<p>Influence Regional and National Spatial Strategy.</p> <p>Formally Commence the review of the Limerick City Development Plan 2010 - 2016 (As Extended) and the Limerick County Development Plan 2010 -2016 (as Extended) and advance the preparation of a new draft '<i>Limerick City & County Development Plan</i>'.</p> <p>Local Area Plans –</p> <ul style="list-style-type: none"> • Complete the Croom LAP 2020 -2026; • Extend Adare LAP 2015 - 2021, Askeaton LAP 2015 -2021 and the Patrickswell LAP 2015 -2021; • Commence the review of the Southern Environs Local Area Plan 2011 – 2017 – Extended to May 2021 and Commence

		<p>the review of the Cappamore Local Area Plan 2011 -2017 – extended to September 2021;</p> <p>Commence the review of the Development Contribution Scheme 2017 -2021 and prepare a new Scheme;</p> <p>Prepare a Supplementary Contribution Scheme for the LIHAF Road Scheme in Mungret;</p> <p>Commence the preparation of a joint Retail Strategy with Clare County Council for the Limerick/Shannon Metropolitan Area:</p>
Increase Investment in Limerick	<p>Assist in the growth of employment</p> <p>Promote Limerick as a destination for investment</p>	<p>Continue to work with development agencies in attracting and retaining FDI.</p> <p>To assist existing companies / businesses maintain and increase employment and to act as their advocate in their dealings with state agencies.</p> <p>Active promotion of Limerick as an investment location in National, European and World markets.</p> <p>LEO to provide the full range of supports for micro enterprises and to encourage and support growing companies to scale up.</p> <p>Innovate Limerick to work with strategic partners to develop the Digital Collaboration Centre in Limerick City and recruitment of a manager for it.</p> <p>Innovate Limerick will focus on the increasing the size of ENGINE on Cecil Street.</p> <p>Innovate Limerick will open E-Hubs in Rathkeale and Abbeyfeale and launch the Mid-West E-Hub Network and appoint a regional E-Hub Manager.</p>

		<p>Innovate Limerick will continue to support the Regional Film Co-Ordinator/Manager to develop the Film sector in the region.</p> <p>Urban Innovation to manage key demonstration projects to promote compact urban development and to catalyse investment by others in the Georgian Neighbourhood Innovation Quarter.</p> <p>Urban Innovation to actively promote incentive schemes for Historic area of Limerick City Centre.</p> <p>To prepare and publish a Limerick Global Irish Diaspora Strategy as a means to engage with Limerick people all over the world.</p>
Marketing of Limerick	Create a unique brand identity for Limerick	<p>Launch 'Brand Limerick' in Q1 of 2020 with extensive Media Campaign.</p> <p>Put Brand Ambassadors in place and prepare a plan for the long term sustainability of the new Brand</p> <p>Extensive media campaigns to consolidate Limericks reputation for being a great place to work, live, invest and visit.</p> <p>Create a Global Limerick Strategy</p>

Physical Development Directorate

Our Corporate Plan contains a strong commitment to our physical environment. Within the Council, the Physical Development Directorate leads in the physical development of Limerick including quality transport infrastructure, environmental infrastructure, sustainable travel options and accessibility to quality housing.

The Physical Development Directorate is responsible for policy and strategy in these areas and supports the Travel and Transportation SPC and the Climate Action, Biodiversity and Environment SPC. It is responsible for managing the Council's responsibilities under the Water Framework Directive and the Floods Directive.

This Directorate has the lead role in the prioritisation and funding of all major physical and infrastructure development projects relating to roads, flood protection and environmental related projects, and engages with government departments/agencies on these matters. It also advocates for investment in physical infrastructure in Limerick where this infrastructure is provided by other government departments or agencies.

The Directorate operates the Service Level Agreement with Irish Water for the delivery of Water Services for the City and County.

The Directorate also incorporates the Mid-West Road Design Office, which is responsible for delivering major infrastructural projects including the N/M20 Cork to Limerick Road Scheme and the Foynes, Limerick Road (including bypass of Adare).

It is one of four Strategic Directorates of the Council and it works closely with the Social Development Directorate, the Economic Development Directorate and the Housing Development Directorate feeding into regional and national policies and strategies.

Corporate Plan Supporting Strategies -

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Physical Development Directorate are set out below:-

Supporting Strategy Description	Corporate Strategic Goal
Create the opportunity and environment to address urban challenges for a sustainable, economic, environmental and social revitalization of Limerick by aligning the Corporate Plan goals and objectives with the United Nation’s Sustainable Development goals	Goal 1
Advance key transport infrastructure projects over the next five years including but not limited to the N/M20 Cork to Limerick motorway, Foynes to Limerick Road Improvement Scheme (including Adare Bypass), O’Connell Street Public Realm Scheme and the Limerick Northern Distributor Road.	Goal 3
Protect our infrastructure through the provision of flood protection schemes under Catchment Flood Risk Assessment and Management and other flood protection programmes.	Goal 3
Improve the public realm infrastructure to enhance accessibility for people with disabilities so that all people can live, work and access in a safe and friendly environment.	Goal 3
Ensure that the objectives of the new City and County Development Plan are consistent with the conservation and protection of the environment.	Goal 3
Ensure the implementation of the policy of Government under Ireland’s transition to a Carbon Neutral Future by 2050 with the adoption of a Limerick Mitigation Plan 2030 to complement implementation of the Limerick Adaptation Strategy 2019-2024.	Goal 4
Develop green infrastructure at local level and promote the use of nature-based solutions for the delivery of a coherent and integrated network	Goal 4
Move towards no net loss of biodiversity through strategies, planning, mitigation measures, appropriate off setting and/or investment in Blue-Green infrastructure.	Goal 4

Through strategic noise mapping and noise action planning, promote the proactive management of noise where it is likely to have significant adverse impact on health and quality of life.	Goal 4
Implement the All Ireland Pollinator Plan including making public spaces more pollinator friendly, and collecting evidence to track improvement.	Goal 4
Promote and support environmental awareness to ensure a healthy living environment for all citizens and future generations.	Goal 4
Continue and enhance measures for eradication, control and containment of invasive species.	Goal 4
Improve water quality in the county's rivers, lakes, estuaries and groundwater through the implementation of the River Basin Management Plan for Ireland.	Goal 4
Improve air quality through supporting public transport, walking, cycling and promotion of energy efficient buildings homes and heating systems.	Goal 4
Support, facilitate and incentivise the move towards a circular economy and the reduction in single-use items.	Goal 4

Principal Services and Financial Resources –

The table below sets out the Principal Services to be delivered and the budgetary provision adopted by the Members of Limerick City and County Council in Budget 2020 to fund these services

Principal / Budget Service	Service Description	Total
A11	Agency and Recoupable Services	€25,333
B01	NP Road – Maintenance and Improvement	€1,938,921
B02	NS Road – Maintenance and Improvement	€611,384
B03	Regional Road – Maintenance and Improvement	€10,044,845
B04	Local Road – Maintenance and Improvement	€17,908,114
B05	Public Lighting	€2,603,651
B06	Traffic Management Improvement	€1,385,398
B07	Road Safety Engineering Improvement	€581,718
B08	Road Safety Promotion/Education	€574,930
B09	Car Parking	€1,050,674
B10	Support to Roads Capital Programme	€781,360
B11	Agency and Recoupable Services	€1,249,653
C01	Water Supply	€6,456,999
C02	Waste Water Treatment	€2,523,052
C04	Public Conveniences	€139,443
C05	Admin of Group and Private Installations	€2,027,598
C06	Support to Water Capital Programme	€414,731
C07	Agency and Recoupable Services	€113,663
C08	Local Authority Water and Sanitary Services	€20,000

E01	Landfill Operation and Aftercare	€295,891
E02	Recovery and Recycling Facilities Operations	€528,533
E03	Waste to Energy Facilities Operations	€277,453
E04	Provision of Waster to Collection Services	€3,824
E05	Litter Management	€699,040
E06	Street Cleaning	€3,863,668
E07	Waste Regulations, Monitoring and Enforcement	€456,862
E08	Waste Management Planning	€155,076
E09	Maintenance of Burial Grounds	€74,705
E13	Water Quality, Air and Noise Pollution	€756,627
E15	Climate Change and Flooding	€85,000
F03	Outdoor Leisure Areas Operations	€2,475,644
F05	Operation of Arts Programme	€123,819
G01	Land Drainage Costs	€174,644
G02	Operation and Maintenance of Piers and Harbours	€15,000
G04	Veterinary Service	€719,908
G06	Agency and Recoupable Services	€1,095
H01	Profit/Loss Machinery Account	€2,059,982
H02	Profit/Loss Stores Account	€87,030
H06	Weighbridges	€1,000
J01	Corporate Building Costs	€1,499,386
J02	General Corporate Services	€60,900
J08	Area Offices	€175,147
Total		€65,041,699

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2020:

Principal Services	Objective	Performance Standard
Roads Maintenance and Improvement	Complete the Annual Restorative Maintenance and Improvement Programme	Kilometres of Road maintained/repaired
Public Lighting	Maintain and enhance public lighting infrastructure	Number of lights repaired within seven day target Number of lighting heads replaced with energy efficient alternatives
Support to Roads Capital Programme	Progress delivery of major capital infrastructure projects	Projects meet key milestones and timelines
Sustainable Transport (including Greenways)	Progress sustainable Transport Projects in Limerick in conjunction with the NTA and other stakeholders.	Number of initiatives (including Greenways) progressed
Water Supply, Wastewater Treatment	Support Irish Water in the provision of water and wastewater infrastructure and services in accordance with the Service Level Agreement	Compliance with Service Level Agreement Targets
Administration of Group and Private Installations	Progress the upgrade of Group Water Schemes Take over Group Water Schemes	Number of Schemes Upgraded Number of Schemes taken over by Council
Landfill Operation and Aftercare Recovery and Recycling Facilities Operations Waste to Energy Facilities Operations	Manage the aftercare of landfill and waste to energy facilities Provide and enhance recycling facilities and operations	Implement work programme for waste management and recycling facilities

Litter Management	Implement the Council Litter Plan	Achieve objectives of Litter Management Plan
Waste Regulation, Management and Enforcement, Waste Management Planning	Implementation of waste management legislation and the Southern Regional Waste Management Plan	Meet statutory requirements and implementation of policies for waste management and enforcement
Water Quality, Air and Noise Pollution	Maintain and improve water quality status of surface and ground waters in accordance with the River Basin Management Plan. Implement the Noise Action Plan Provide guidance on noise elements of Strategic Planning Applications (including Wind Farms)	Achieving monitoring requirements specified in the Environmental Inspection Plan (RMCEI) Undertake noise modelling in priority areas Number of strategic planning applications processed
Climate Change and Flood Management	Support the Limerick-Clare Energy Agency to implement its programme Progress the CFRAMS Schemes identified for Limerick	To continue to work towards achieving energy efficiency savings of 33% by 2020 Advancement of priority schemes to meet key milestones and timeframes
Outdoor Leisure Areas Operations	To provide high quality public leisure and amenity facilities	Implement maintenance schedule for parks and recreational areas
Veterinary Service	Delivery of veterinary public health objectives; provide Dog Control Service; Regulate Dog Breeding Establishments; Provide Horse Control Service	Implementation of the Service Level Agreement with the Food Safety Authority of Ireland; provide and operate a Dog Shelter/Implement legislation on Dog Control; implement legislation on Dog Breeding establishments; implement legislation on Control of Horses in public areas

Community Development Directorate

Our Corporate Plan contains a commitment to improve the quality of life for people and communities. Within the Council, this Directorate will lead on the Community Development, Tourism, Arts and Culture and Library Services. Where other agencies and government departments have responsibility for social development, this Directorate will play a key role in advocating for investment in social and community programmes, facilities and initiatives in Limerick. This is one of four strategic directorates in the Council and works closely with the Physical Development Directorate, the Economic Development Directorate and Housing Development Directorate.

The Directorate oversees the administration of, and support the Community Leisure and Culture Strategic Policy Community and the Local Community Development Committee (LCDC). As a strategic Directorate, the Community Development Directorate works with all SPC's.

The Directorate is structured in a manner to provide quality service provision that meets the needs of communities. It consists of four Departments;

- Urban and Rural Community Development
- Tourism, Culture & Arts
- Libraries, Museums and Gallery of Art
- Property and Community Facilities

Urban and Rural Community Development Department

The Urban and Rural Community Development Department manages and oversees a wide range of Community Programmes and services, including the Limerick Sports Partnership.

The Department is responsible for the preparation and monitoring of the Local Economic and Community Plan (LECP), the Local Community Development Committee (LCDC) and the Public Participation Network (PPN).

Two key programmes under the auspices of the Local Community Development Committee are the Social Inclusion Community Activation Programme (SICAP) and the Rural Development Strategy including the LEADER Programme. The Department also has responsibility for a range of thematic programmes including Age-Friendly Limerick, the Intercultural Cities Programmes and Integration Working Group, Learning Limerick, Comhairle na nÓg and Healthy Limerick. The Community Development Department has a

role in the delivery of central government grants schemes to support local economic and community development. These include:

- Small-scale programmes such as CLÁR in disadvantaged rural areas, the Community Enhancement Programme and Healthy Ireland grants.
- Medium-scale grant programmes such as Outdoor Recreation Infrastructure Scheme
- Larger-scale grants such as the Rural Regeneration and Development Fund and the Large Scale Sports Infrastructure Fund.

The work of the Department also includes the delivery of environment awareness programmes and supports initiatives such as Tidy Towns, Going for Gold, Team Limerick Clean-up and Green Schools programme. Supports for burial ground and the Refuse Waiver Scheme is within the remit of the Department.

In relation to sport and recreation, the Department is responsible for operation and management of two swimming pools, a golf course, playgrounds and other recreation facilities and amenities. It works closely with the Limerick Sports Partnership in delivery of its programmes, which focus on educating and enabling individuals and communities to engage in physical activity and increase participation levels in sports, targeting disadvantaged populations / groups in particular. The Limerick Sports Partnership secures funding from a variety of other sources to assist with its operations and programme delivery. Key funders are Sport Ireland, Limerick and Clare Education and Training Board (LCETB) Youth Programme Fund, the HSE, Limerick City and County Council and the Dormant Accounts programme.

The Community Development Department aims to ensure that Government's Framework Policy - Our Communities: A Framework Policy for Local and Community Development (2015) is implemented at local level.

Tourism, Culture and Arts Department

The Tourism, Culture and Arts Department is responsible for delivery of the adopted Limerick Tourism Development Strategy 2019 – 2023, which identifies four key drivers/themes to unlock the tourism potential for Limerick City and County. The themes are Energy Unleashed (activities); Into the Blue (Waterways); Vibrant History (Heritage); and Alive and Kicking (Arts & Culture). There is a particular focus on increasing visitor numbers and increasing visitors' length of stay in Limerick. The Department will also work on delivering the following: developing tourist experiences; working with key stakeholders to enhance the tourism experience and offering in Limerick and maximising Limerick's position in the Wild Atlantic Way Region and Limerick City's designation as "Gateway" city to the Wild Atlantic Way and a Destination Hub in the Shannon Masterplan.

The Tourism, Culture and Arts Department is responsible for delivering the adopted Limerick Cultural Strategy Framework 2016-2030. The Framework sets out a clear vision and ambition that allows for the strategic planning and commitment to the continuous development of culture and arts in Limerick through dialogue with key stakeholders and influencers, at local and national level, artists, creative practitioners, communities and key cultural organisations. It is also responsible for growing the ambition and quality of the five Civic Festivals, (i) St. Patrick's Day (ii) International Band Championship (iii) Riverfest (iv) Culture Night (v) Christmas in Limerick.

The eight objectives of the Limerick Cultural Strategy will ensure that the set of values, principles and strategic priorities that demonstrably increase the level of public engagement, celebration, innovation and investment in cultural infrastructure in Limerick are delivered collaboratively for the benefit of all citizens.

The Culture and Arts programme is funded by Limerick City and County Council, the Arts Council of Ireland/An Comhairle Ealaíon (the national agency for developing, promoting and funding the arts in Ireland) and the Department of the Arts, Heritage and the Gaeltacht under the Creative Ireland initiative.

Libraries, Museums and Gallery of Art

The Library Service manages an extensive branch library network in Limerick City and County. It provides access to a comprehensive library lending collection in all formats both physical and digital. It provides information and support on reading and literacy, lifelong learning, health and healthy living, and business and job seekers support.

In addition, the library offers a targeted service to children and schools; public internet access; meeting room spaces; mobile library service; local and family history and an extensive programme of cultural and community events, exhibitions and activities.

The Limerick Museum has one of the largest local authority museum collections in the country. It aims to collect, preserve and display the material heritage of Limerick City and County.

The Limerick Gallery of Art situated in Pery Square, Limerick is a dedicated space for the visual arts in Limerick serving the city, county and wider Mid-west region. It has a permanent collection of over 900 art works representing many of Ireland's major artists. It hosts approximately eight contemporary exhibitions annually. In addition, the Gallery has an extensive public engagement programme including concerts, lectures and readings.

Property and Community Facilities

Property Services supports the Community Development Directorate in the carrying out of their strategic objectives ensuring that community assets achieve maximum return while still supporting local community needs. The Property Services Department also provides a key support to other directorates for the acquisition, disposal, licensing and leasing of all property. Another key function of the Department is to address dereliction and promote reuse. We have been proactive in our approach to identifying vacant sites and buildings and in utilising powers available to us to address dereliction.

Corporate Plan Supporting Strategies-

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Community Development Directorate are set out below:-

Supporting Strategy Description	Corporate Strategic Goal
Make Limerick the driver in the Mid-West through positive disruption and innovative citizen engagement.	Goal 1
Work in collaboration with our communities, Government Agencies and private partners to secure sufficient resources to create an ambitious, innovative and sustainable future, with an enhanced urban and rural environment for the people of Limerick to enjoy a good quality of life.	Goal 1
Delivery on our Tourism Strategy, Culture Strategy and Library Development Programme to enhance the tourism and cultural offering in Limerick	Goal 2
Reduce vacancy, dereliction and promote re-use of sites and vacant buildings in the City, towns and villages, for economic, housing, community, culture, recreation and for other uses.	Goal 3
Provide and maintain attractive and safe facilities and public spaces, which are fully accessible to all in our community.	Goal 5
Enhance quality of life in our neighbourhoods, through collaborative, proactive and supportive estate management, working with partners to promote the work of residents' associations and support for community engagement.	Goal 5
Promote and support the development of community facilities including recreation, sports and cultural amenities for people and communities in the City and County so that we can maximise access to such facilities for people in Limerick and achieve efficiency in provision.	Goal 5

Promote equality, diversity and human rights across the functions of Limerick City and County Council, to support inter-cultural integration a right of belonging and inclusiveness for all.	Goal 5
Promote health and well-being by supporting the implementation of relevant government strategies and through the implementation of a suite of Limerick City and County Council – led initiatives including Healthy Limerick and Age-Friendly Limerick.	Goal 5
Work with the training and education agencies in Limerick, building on the Learning Limerick Strategy to improve opportunities for learning, education and training by using our libraries, museums and arts service to enable learning, provide information and promote skills, creativity, ideas and knowledge.	Goal 5
Through the vehicle of the Limerick Sports Partnership, continue to work to increase participation of low participation groups and socially disadvantaged groups in physical activity and sport.	Goal 5
Strengthen our internal systems to ensure they respond to the requirements of public participation processes.	Goal 6
Explore new and innovative ways of connecting and engaging communities, through the use of web-based networks.	Goal 6
Promote civic participation and support community-led local development by bringing people, resources and planning together so that people can play an active role in determining how their community will develop	Goal 6
Work in partnership with organisations and groups providing services in the community to make sure that a person centred approach to delivering services is consistently delivered by Limerick City and County Council and our partners.	Goal 6
Support an effective Public Participation Network so that it can play its role in underpinning consultation and participation processes by communities and the voluntary sector.	Goal 6
Co-ordinate, manage and oversee the implementation of Local Community Development Committee (LCDC) Programmes.	Goal 6
Support communities to maximise the opportunities available to them to enhance their areas and sense of place including supporting access to funding opportunities for community projects.	Goal 6

Engage with our communities, Government Agencies and private partners in developing a City and County Development Plan that will guide the future growth and development of Limerick.	Goal 6
Lead and enable an integrated approach in the development of communities across Limerick by supporting education and learning, health and wellbeing, ageing well, support for families and youth at risk through community participation, by Empowerment and Civic Engagement.	Goal 7
Enable effective inter-agency collaboration through the Local Community Development Committee (LCDC) and other structures including the Integration Working Group, Children and Young Person's Committee (CYPSE), Comhairle na nÓg, Limerick Childcare Committee, Learning Limerick, Age-Friendly Alliance, Limerick Older People's Executive and Limerick Sports Partnership. The purpose is to achieve our shared objectives in local community development and social inclusion, confirming our commitment to inclusion for all.	Goal 7
Promote individual and community well-being through the delivery of the Creative Ireland Programme and Limerick Cultural Strategy: A Framework 2016-2030 at a local level.	Goal 7
Provide health and safety and wellness programmes for staff to successfully carry out their duties.	Goal 8

Principal Services and Financial Resources –

The table below sets out the Principal Services to be delivered and the budgetary provision adopted by the Members of Limerick City and County Council in Budget 2020 to fund these services:-

Principal/ Budget Service	Service Description	Total
A04	Housing Community Development Support	€38,000
B04	Local Road – Maintenance and Improvement	€25,000
D05	Tourism Development and Promotion	€1,040,700
D06	Community and Enterprise Function	€861,079

D09	Economic Development and Promotion	€1,533,581
D12	Agency and Recoupable Services	€2,271,00
E04	Provision of Waste to Collection Services	€310,000
E05	Litter Management	€171,074
E08	Waste Management Planning	€36,800
E09	Maintenance of Burial Grounds	€1,054,415
F01	Leisure Facilities Operations	€491,750
F02	Operation of Library and Archival Service	€3,815,911
F03	Outdoor Leisure Areas Operations	€110,500
F04	Community Sport and Recreational Development	€468,785
F05	Operation of Arts Programme	€2,752,509
F06	Agency and Recoupable Services	€3,310
G04	Veterinary Service	€18,800
G05	Educational Support Services	€133,000
Total		€15,136,214

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2020:-

Principal Services	Objective	Performance Standard
Library Service	<p>To implement policy objectives – The National Library Strategy – “Our Public Libraries 2022”</p> <p>Implement a new Library Development Plan 2020-2024</p> <p>To ensure the highest possible standard in the delivery and operation of library spaces and services</p> <p>To further develop and implement ICT enhancements in all Library Branches</p> <p>To further develop strong links and partnerships with internal/external agencies to underpin Libraries role as a socially inclusive community, cultural, educational, information and learning centre</p> <p>To deliver the Decade of Commemoration Programme for Limerick for 2020</p>	<p>Delivery of actions under the National Strategy including:</p> <p>Three key programmes for service development</p> <p>Six Strategy enablers</p> <p>Delivery of Actions in Library Development Plan</p> <p>Development maintenance and enhancement of Library Infrastructure and Services</p> <p>Installation and commission of ICT equipment to enhance digital services</p> <p>Development and implementation of programmes in collaboration with internal and external stakeholders</p> <p>To co-ordinate a programme of commemorative events</p>
Museum Service	<p>To further develop the potential of the museum</p>	<p>Strengthen and raise the profile of Limerick Museum through social and other media and comprehensive programme of events.</p> <p>Enhance public opening hours of the museum</p>

<p>Gallery of Art</p>	<p>Ensure that LCGA is properly positioned as the foremost institution for the delivery of the visual arts in the Mid- West</p>	<p>Develop links with other organisations in the City and County e.g. UL, MIC and LIT</p> <p>Continue to collaborate with other Arts organisations and Cultural institutions at local and national level.</p> <p>Deliver a relevant Public Engagement Programme</p> <p>To publish and implement new Strategic Plan for the Gallery of Art</p>
<p>Implement Limerick’s Tourism Development Strategy and other actions to promote tourism in the City and County</p>	<p>Tourism plan delivery and implementation for Limerick</p>	<p>To deliver on the Limerick Tourism Development Strategy in partnership with Ballyhoura Development Company, West Limerick Resources and mobilise and actively engage with stakeholders across all sectors.</p>
<p>Tourism</p>	<p>To promote and develop Limerick as a place to visit</p>	<p>Work with Marketing and Communications on specific initiatives; i.e.: Brand development rollout to the tourism business sector; Limerick Tourist maps and promotional material; Purple Flag etc.</p> <p>Work with Failte Ireland on specific initiatives e.g. Limerick Gateway city and Region on the Wild Atlantic Way, Shannon Masterplan and Shannon Estuary Way.</p> <p>Deliver a Wayfinding Orientation and Place -making Strategy for Limerick City.</p> <p>Delivery the recommendation of this strategy within 2020.</p>

		<p>Work with partners to deliver a successful Ryder Cup 2026.</p> <p>Retain the Purple Flag status for the city and promote the Purple Flag designation. Expand membership of Purple Flag Working Group.</p> <p>Expand membership of Purple Flag Working Group.</p> <p>To continue to work with State agencies Fáilte Ireland, Waterways Ireland and others. To continue to work with Local and National Stakeholders to promote tourism in Limerick and to facilitate the provision of tourism infrastructure and products.</p> <p>Engage with tourism businesses and facilitate Limerick businesses attendance at trade Shows. Businesses from city and county working as one.</p> <p>Working with Community Development to deliver tourism initiatives within the City and county and to capitalise on funding opportunities through RRDF, Leader, Community Enhancement, Town and Village Renewal, Interreg and others.</p>
Derelict Sites Administration	<p>To compile derelict sites register and to collect levies due under the legislation.</p> <p>The purpose of the register is to address properties which detract from the amenity, character or appearance of land in a neighbourhood</p>	<p>Maintain a register of derelict sites</p> <p>Number of cases closed due to engagement</p> <p>Number of properties entered into the Derelict Site Register</p> <p>Number of notices issued</p>

Vacant Sites Administration	Implement the Vacant Sites Levy for all vacant development sites in the Limerick City and County	Maintain a register of vacant sites.
Vacant Homes Administration	The Vacant Homes officer addresses the vacancy of properties in the local authority's area for the purpose of increasing occupancy of existing homes (Private and Social)	Map accurate picture of vacancy Reactivation of Vacant Homes
Public Realm Citizen Engagement Support	Putting communities at the heart of public space design through public realm improvements that position citizens to improve liveability in their local areas	Number of City Hosted Number of City/Town developed Number of Community Projects supported Number of community/public realm plans
Town and Village Renewal Scheme Administration	Grant Scheme to rejuvenate rural towns and villages throughout Limerick	No of applications approved for Town and Village Renewal for 2019
Limerick Local Community Development Committee (LCDC)	Support the decision-making functions of the LCDC in SICAP, LEADER and other programmes in local community development. Support its strategic role in bringing a more coordinated approach to local community development	LCDC effectively performs its oversight role in SICAP and LEADER and other grants programmes (e.g., CEP). LCDC delivers improved cooperation between agencies and coordination in planning and delivery of community development programmes in local communities.
Social Inclusion and Community Activation Programme (SICAP)	Support the LCDC in their oversight and contract management of SICAP to the Local Development Companies;	SICAP priorities agreed at national and local level are fully implemented.

	Ensure physical and financial targets are met in the delivery of the programme and that most disadvantaged individuals, groups and communities are supported.	Most disadvantaged groups and communities are effectively reached. KPIs are achieved within all cost parameters set for the Local Development Companies.
Local Development Strategy / Rural Development LEADER	Support the LCDC in its oversight and in the roll-out / delivery of LEADER and other community programmes in rural development	Number of full applications submitted to LEADER across the various programme themes. Programme funding (€) committed and drawn down to local community groups and enterprises in rural areas. Geographic spread of rural development projects achieved including delivery into more disadvantaged rural communities.
Public Participation Network (PPN)	Support the effective functioning of the PPN in line with its role in representation of specific interests, bringing the voluntary sector / community voice and wider participation in decision-making Support capacity building of community and voluntary groups in cooperation with the PPN	PPN Secretariat Work Programme developed and in implementation. PPN representatives on and participating in relevant committees and other structures.
Local Economic and Community Plan (LECP) 2016-2020	Ensure that projects / initiatives delivered are aligned with the LECP strategy and action areas. Monitor and undertake a review of the LECP implementation	Evidence of progress in implementation of actions in the LECP. Specific priorities identified for 2019-2021
Recreation and sport facilities in local communities	Review current provision and management of recreation and sport facilities. Support development and enhancement of recreation and sports	New/improved facilities planned. Number of enhanced sport, recreation and leisure facilities.

	facilities to meet local needs in cooperation with local voluntary / community groups.	
Learning Limerick Strategic Plan 2018-2022	<p>Continue to support the rollout of Learning Limerick Strategic Plan in cooperation with external partners, building on the UNESCO Learning City Award.</p> <p>Advocate for inclusive learning and engagement in learning on those with lowest education.</p>	<p>Expansion of participation of learning providers and individual learners in annual Limerick Lifelong Learning Festival.</p> <p>Evidence of inter-agency collaboration in learning partnership and initiatives to improve learning opportunities for all</p>
Deliver environment and education awareness for the administrative area of LCCC.	<p>Overview and management of Limerick TLC from Limerick City and County Council perspective</p> <p>Tidy Towns Supports</p> <p>Education via Green Schools and local management of An Taisce Green Schools programme</p> <p>Waste Prevention Initiatives - Recycle, Reuse, repair schemes</p> <p>Local Authority Prevention Initiatives</p> <p>Managing Going for Gold environmental improvement grant.</p> <p>Management and adjudication of the G4G competition</p> <p>LA 21 EPF Grant</p>	<p>Successful TLC event no health and safety issues</p> <p>Annual Seminar</p> <p>Numbers of medals</p> <p>Number of assessments</p> <p>Number of initiatives</p> <p>Number of participants – Change in marks in Tidy Towns (increase)</p> <p>Number of applicants – successful workshops</p>

<p>Limerick Sports Partnership</p>	<p>To provide children and young people with a positive introduction to physical activity which promotes and supports lifelong involvement</p> <p>To build capacity in communities to facilitate sustained increases in physical activity levels thereby enhancing wellbeing and improved quality of life</p> <p>To support equality of opportunity and facilitate people of all ages and abilities to access physical activity throughout their lifecycle</p> <p>To develop the combined potential of physical activity providers and key stakeholders to get limerick active together.</p>	<p>Evidence of progress in implementation of the 2016-2020 Strategic Plan in line with our mission “To encourage and enable the people of Limerick to partake in physical activity on a regular basis regardless of age or ability.”</p> <p>Evidence of meeting our vision “Getting Limerick Active Together”.</p>
<p>Culture and Arts</p>	<p>To grow Limerick’s cultural capacity by retaining and attracting creative practitioners to live and work in Limerick</p> <p>To support and grow innovative and creative collectives in Limerick</p> <p>To become a centre for active research and problem solving in Culture that will have local, national and European Significance</p> <p>To increase and support the role of Creative Industries in Limerick</p>	<p>Range of open calls for bursaries / awards / strategic fund maintained and/or enhanced</p> <p>Increased opportunities for artists to avail of professional development and network opportunities</p> <p>Build and strengthen networks of cooperation to develop cultural opportunities through Creative Europe Applications</p> <p>Support structures devised for the development of a strong and sustainable local culture and creative industry</p>

	<p>To grow the physical and human resources, infrastructure and support for staging large scale interventions, performances, festivals and productions</p> <p>To place culture at the heart of the economic growth and regeneration of Limerick</p> <p>To foster multiple examples of imagination, innovation and integration in Limerick and to use creative approaches to help citizens and visitors to re-imagine Limerick</p> <p>To engage citizens through involvement in culture</p>	<p>A wider number of organisations to benefit from potential multi annual funding arrangements</p> <p>Introduce a programme of strategic development around Festivals to encourage excellence and visibility</p> <p>To build a cultural brand for Limerick as an exciting cultural destination in line with Limerick Marketing and Tourism initiatives</p> <p>Increased number of quality events supported through volunteering initiatives, lifelong learning opportunities and greater partnerships</p> <p>Well-developed cross-community collaborative projects recognising the experience, expertise and diversity of local creative practitioners, communities and other partners.</p>
Property Services	<p>Ensure compliance with legislation and Standard Operating Procedures for property acquisitions, disposals, licences and leases</p> <p>Purchase of houses as required under the Council's Social Housing Purchase priorities for 2020, e.g. Buy and Renew, Regeneration, Part V</p> <p>Progress Property Interest Register – ongoing review to ensure all property recorded on the system</p> <p>Collection of income due to the Council for rent, licence fees and disposals</p>	<p>All transactions completed in accordance with relevant standards</p> <p>Purchase completed</p> <p>Up to date Property Interest Register in place</p> <p>Income collected</p>

Housing Development Directorate

'Rebuilding Ireland Action Plan for Housing and Homelessness' sets the policy framework under which the Housing delivery programme will be achieved and includes very clear delivery targets through the build, buy and lease programmes. The Housing Development Directorate strategically manages the selection and funding of all housing capital projects. The work of the Housing Development Directorate includes the Regeneration Programme with key targets set out in the Limerick Regeneration Framework Implementation Plan.

Engagement with key stakeholders, government departments and various agencies is a critical element of the work programme. Collaboration with Approved Housing Bodies as a means of enhancing delivery mechanisms, while also providing additional supports to our tenants in the creation of sustainable homes and communities is also important.

Policy and strategy in this area are developed and approved through the Home and Social Development SPC.

As one of four Strategic Directorates in the Council, the Housing Development Directorate works closely with each of the Physical, Social and Economic Development Directorates. The Service Operations Directorate manage issues such as housing maintenance and housing support services.

Corporate Plan Supporting Strategies –

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Housing Development Directorate are set out below:-

Supporting Strategy Description	Corporate Strategic Goal
Continue to deliver the Limerick Regeneration Framework Implementation Plan in partnership with communities and partner agencies.	Goal 1
Promote opportunities to enable the development of new housing models for specific groups including affordable housing, adapted housing, cost rental, and smart ageing homes and Traveller specific accommodation.	Goal 3
Support public land activation and work with other state agencies to deliver supporting infrastructure, increasing the supply of social and affordable homes and maximise the appropriate use of publicly owned land.	Goal 3

Deliver high quality sustainable homes for our citizens and work with key collaborators including the Approved Housing Body Sector to deliver under Rebuilding Ireland – Action Plan for Housing and Homelessness including the adaptive reuse of existing vacant buildings.	Goal 3
Work to ensure that the regeneration areas continue to make progress in social, economic and physical regeneration of the targeted estates as set out in the Limerick Regeneration Framework Implementation Plan.	Goal 7

Principal Services and Financial Resources –

The table below sets out the Principal Services to be delivered and the budgetary provision adopted by the Members of Limerick City and County Council in Budget 2020 to fund these services:-

Principal/ Budget Service	Service Description	Total
A01	Maintenance/Improvement of LA Housing Units	€9,164,005
A02	Housing Assessment, Allocation and Transfer	€615,706
A03	Housing Rent and Tenant Purchase Administration	€971,618
A04	Housing Community Development Support	€506,009
A05	Administration of Homeless Service	€6,451,195
A06	Support to Housing Capital Programme	€2,227,167
A07	RAS and Leasing Programme	€10,416,152
A09	Housing Grants	€841,463
A11	Agency and Recoupable Services	€2,085,630
A12	HAP Programme	€321,348
Total		€33,600,293

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2020:-

Principal Services	Objective	Performance Standard
Maintenance/Improvement of LA Housing Units	Roll-out a Planned maintenance and general maintenance programme in parallel	Delivery Planned Maintenance Programme Delivery parallel general maintenance programme achieving value for money
Housing Assessment, Allocation and Transfer	Facilitate housing applicants in accessing services in compliance with application criteria	Process housing applications in a timely manner Undertake a housing needs assessment annually
Housing Rent and Tenant Purchase Administration	Maximise collection of charges due through regular communication with our tenants	Monitor collection, making direct contact, issuing reminders and facilitating prompt payment by our tenants.
Housing Community Development Support	Implementation of Estate Management policies in terms of supports and in dealing with issues of concern reported	Pro-active engagement with communities and taking all necessary actions in dealing with issues of concern reported
Administration of Homeless Service	Provide Homeless services to those reporting as Homeless and those at risk of becoming Homeless	Implementation of the Housing First Model as a means of securing homes for people who are using Homeless Services and Place finder services as a preventative step

Support to Housing Capital Programme	Delivery of Rebuilding Ireland Targets	Deliver yearly targets through buy, build and lease delivery streams
RAS and Leasing Programme	Administer schemes in accordance with regulations and guidelines	To meet Department of Housing, Planning and Local Government Targets
Housing Grants	To continue to deliver the Housing Grants programme, subject to Departmental funding	Processing of applications in a fair and timely manner
Agency and Recoupable Services	Administer schemes in accordance with regulations and guidelines	To meet Department of Housing, Planning and Local Government Targets
HAP Programme	Administer schemes in accordance with regulations and guidelines	To meet Department of Housing, Planning and Local Government Targets

National and Regional Shared Services Directorate

HAP Shared Services Centre

The Housing Assistance Payment (HAP) Scheme is one of the key elements of the Government's policy on social housing. The programme is the largest non-capital financial support package for housing in Ireland. HAP is expected, under the national policy framework: Re-Building Ireland, to set up 84,000 tenancies by 2021. The HAP Shared Services Centre is the national customer contact and financial transactional-shared service for HAP and is run by Limerick City and County Council on behalf of the 31 local authorities across the county along with the Dublin Regional Homeless Executive.

Southern Region Waste Management Office

Limerick City and County Council is the joint lead authority with Tipperary County Council for Southern Waste Region. The role of the Southern Region Waste Management Office is to co-ordinate the implementation of activities of the Southern Region Waste Management Plan 2015-2021. This includes proactively promoting prevention, minimisation, re-use and recycling of waste in accordance with the waste hierarchy and in association with communities, industries, businesses, other statutory and non-statutory agencies. The office also consists of the administrative areas of Carlow, Cork, Kerry, Kilkenny, Tipperary and Wexford County Councils, Limerick City and County Council, Waterford City and County Council and Cork City Council.

Fire and Emergency Services Department

Limerick City and County Council as the Fire Authority for Limerick operate and manage the Fire Service from its headquarters at Lissanalta House and through Fire Stations in Mulgrave Street, Newcastle West, Abbeyfeale, Rathkeale, Kilmallock, Foynes and Cappamore. This service also includes the Building Control system including Fire Safety Certificates, Commencement Notices and Disabled Access Certificates for the local authority. On behalf of the fire authorities in the Munster region, Limerick Fire and Emergency services manages the Munster Regional Communications Centre (MRCC), which is responsible for the efficient and effective mobilisation of fire appliances and other agencies in Munster. Civil Defence and Major Emergency Management are also part of the Fire and Emergency Services.

Digital Services Department

The Digital Services Department is leading the development and implementation of Limerick's Digital Strategy, which aims to lay the foundation for the Smart Limerick Region, and to leverage the advantages of digital transformation for the Council. As part of this strategy, the department is responsible for co-ordinating the €15m digital strategy portfolio with 10 programmes and 125 projects over 5 years. The Digital Services department also provides the necessary supports and co-ordination for the implementation of the National Broadband Plan, which will see almost 22,000 properties in the City and County connected to

high-speed broadband over the next 5 to 7 years. In addition, the aim of the EU Projects Office in the Digital Services Department is to scale-up Limerick’s reputation and visibility in EU and to source and secure EU funding to support Limerick aims and objectives. It will achieve its goals through consolidation (leading and ensuring existing EU projects are running successfully), alignment (making sure EU projects, both existing and new, are aligned with the Limerick City and County Council’s Corporate Plan) and scaling-up (enlarging our European network of influencers and growing Limerick’s reputation and visibility in EU in order to bring in more strategic projects to Limerick).

Corporate Plan Supporting Strategies -

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the National and Regional Shared Services Centres are set out below:-

Supporting Strategy Description	Corporate Strategic Goal
Make Limerick the driver in the Mid-West through positive disruption and innovative citizen engagement.	Goal 1
Create the opportunity and environment to address urban challenges for a sustainable, economic, environmental and social revitalization of Limerick by aligning the Corporate Plan goals and objectives with the United Nation’s Sustainable Development goals.	Goal 1
Provide direction and vision around digital infrastructure to make Limerick more attractive to local business and new investors in order to gain an advantage in the national and international digital economy. We will also deliver on our Digital Strategy to yield economic benefits for Limerick from the impact of disruptive technologies and establish Limerick as Ireland’s First Digital City Region.	Goal 2
We will continue the Digital Transformation programme of the Council in order to innovate and digitally enable our services. By placing the citizen needs at the forefront of everything that we do, we will review our processes together with our partners, integrate our ICT technologies, systems and data, develop the digital skills and grow the digital culture of our staff in order to provide an excellent customer experience online.	Goal 2
Continue to enhance the culture of compliance with the Building Regulations throughout Limerick City and County Council through education and monitoring by the Building Control Authority of Limerick City and County Council.	Goal 3

Manage and maintain Roads and streets, Housing, Leisure and Amenities, Fire and Emergency Services (including Civil Defence, Major Emergency Management and Water Safety), Environmental and Veterinary Services and other statutory functions for the benefit of our citizens.	Goal 8
Provide and oversee the Housing Assistance Payment Financial Transactional Shared Services Centre for the Local Government Sector.	Goal 8

Principal Services and Financial Resources –

The table below sets out the Principal Services to be delivered and the budgetary provision adopted by the Members of Limerick City and County Council in Budget 2020 to fund these services:-

Principal/ Budget Service	Service Description	Total
A12	HAP Programme	€640,332,323
B04	Local Road – Maintenance and Improvement	€25,000
D08	Building Control	€151,483
D09	Economic Development and Promotion	€80,000
E02	Recovery & Recycling Facilities Operations	€25,000
E08	Waste Management Planning	€754,522
E10	Safety of Structures and Places	€385,265
E11	Operation of Fire Service	€12,124,994
E12	Fire Prevention	€517,713
E14	Agency and Recoupable Services	€3,082,808
J02	General Corporate Services	€219,960
J03	Information & Communication Technology	€1,075,288
Total		€658,774,357

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2020:-

Principal Services	Objective	Performance Standard
<p>Housing Assistance Payment Financial Transactional Shared Services for the Local Government Sector</p>	<p>Process 15,000 new HAP applications in a timely manner in accordance with MOU's agreed with local authorities.</p> <p>Maintain all new and existing HAP tenancies</p> <p>Debt Management</p> <p>Manage accounts efficiently maintaining a proactive approach to debt collection</p>	<p>Weekly Tenancy Processing</p> <p>Weekly Tenant Rent Run</p> <p>Monthly Landlord Payment</p> <p>Estimated to be 60,000 active tenancies by end of 2020</p> <p>Maintain ISO 9001:2015 Standard Certification</p> <p>Maintain collection rate at current level (>95%)</p>
<p>Fire Safety</p>	<p>Enforce fire safety legislation in premises through a programme of inspection, licensing and enforcement</p> <p>Support the legislated fire safety requirements of the Building Control Act, through providing an efficient Fire Safety Certification process.</p> <p>Improve fire safety in communities</p>	<p>Number of Premises inspected</p> <p>Number of Fire Safety Certificates issued</p> <p>Participate in Transition Year programme</p> <p>Participate in National Fire Safety week</p>

	<p>Maintain sufficient operational readiness and capability, to deliver an appropriate response to Fire Service Incidents.</p>	<p>Participate in primary schools programme</p> <p>Number of incidents attended</p> <p>Cost of Fire Service per capita</p> <p>Time taken to mobilise fire brigades in respect of fire/other emergency incidents</p> <p>Percentage of cases in respect of fire/other emergency incidents in which first attendance is at the scene within;</p> <ul style="list-style-type: none"> ▪ 10 minutes ▪ 10 – 20 minutes ▪ After 20 minutes <p>Maintain ISO 9001:2015 Standard Certification</p> <p>Obtain ISO 45001 Certification</p> <p>Maintain ISO 45001 Standard certification</p>
<p>Building Control</p>	<p>Process all Commencement Notices, 7 Day Notices, Disability Access Certificates, Certificates of Compliance on Completion and applications for Relaxation/ Dispensation</p> <p>Risk based programme of Building Control inspections</p>	<p>Number of Commencement Notices Processed</p> <p>Number of Disability Access Certificates processed</p> <p>Number of Certificates of Compliance on Completion processed</p>

		<p>% of new builds inspected equal to or greater than national target of 12-15% of commencement notices received</p> <p>Cost of building control service per capita</p>
Major Emergency Management	<p>Co-ordinate the emergency planning function for Limerick City and County Council in accordance with the Framework for Major Emergency Management</p> <p>Participate in the regional emergency planning for the Mid-West Region</p>	<p>Training programme in place and implemented</p> <p>Number of incidents where MEM framework is activated</p> <p>Number of Mid-West Regional Steering and Working Group Meetings attended</p>
Civil Defence	Maintain sufficient operational readiness and capability, to deliver an appropriate response to civil emergencies and events	Number of Events attended
Munster Regional Communications Centre	Provide a shared service to deliver a rapid response and mobilisation to 999/112 emergency fire calls for the fire authorities in Munster	<p>Number of emergency calls received</p> <p>Maintain ISO 9001:2015 Standard Certification</p>
Water Safety	Promotion of water safety to prevent drowning on the water.	<p>Inspection of water safety equipment and replacement as necessary</p> <p>Number of areas with trained lifeguards.</p> <p>Number of days per annum provision of lifeguards</p>

<p>Implement SR Waste Management Plan, develop national education and awareness campaign</p>	<p>Implement Policy Actions as described in SRWMP 2015-2021</p> <p>Monitor national capacity for Municipal Solid Waste and Construction and Demolition Waste in conjunction with other Regions</p> <p>Develop and roll out National Awareness Campaign in conjunction with the other Regions and DCCAE</p>	<p>Meet targets and timelines as outlined in the SRWMP 2015-2021 and prepare annual report</p> <p>Prepare and distribute Quarterly Reports on Capacity</p> <p>Ensure programme runs on time, achieves value for money and stays within DCCAE budget</p>
<p>Digital / Smart City Initiative</p>	<p>To place Limerick at the core of digital technology in all aspects of life</p>	<p>Implementation of the Limerick Digital Strategy 2017-2020.</p> <p>Grow the number of online services. Improve the use of Data. Increase the use of IoT to facilitate better service delivery</p>
<p>National Broadband Plan Co-ordination.</p>	<p>Provide the necessary supports and co-ordination for the National Broadband Plan.</p>	<p>Co-ordination and support to deliver high-speed broadband to almost 22,000 properties in the City and County</p>
<p>EU Programmes Co-ordination</p>	<p>Scale-up Limerick's reputation and visibility in EU, source and secure EU funding to support Limerick aims and objectives</p>	<p>Secure additional EU Funding.</p> <p>Provide co-ordination for all EU projects.</p> <p>Complete any EU audit.</p> <p>Project Manage the +CityxChange project to deliver the expected results.</p>

Support Services Directorate

This Directorate is responsible for facilitating and supporting the organisation in the fulfilment of its duties. It comprise of the following Departments Finance Services Department, ICT Services Department, Human Resources Department, Corporate Services, Governance and Customer Services Department and Business Improvement Department.

Finance Services are responsible for a range of services including direct services to the public and internal financial management within the Council. These include Accounts Payable, Non Principal Private Residence (NPPR), Agresso (Council Financial Management System) MS 4 Project, Agresso Support, Miscellaneous Billings and VAT, Budget, Annual Financial Statement, Accounts Receivable, Motor Tax, Housing Loans collection, Capital Account Management, Traffic Fines, Fixed Assets/ Treasury Management

Information and Communications Technology (ICT) services are a key internal service for the Council providing technological services to management, staff and the Elected Members. These include user environment development and support for all employees/elected members and infrastructure development and support across the Council.

Human Resources are responsible for a range of support services to the management and staff of the Council. These include recruitment and assignment of appropriately skilled staff, preparation of payroll for central processing in MyPay in Portlaoise, Corporate wide administration of time and attendance, provision and administration of the Performance Management Development System (PMDS) including training and development services, pension administration, employee mobility, employee relations and human resource management assistance.

Corporate Services provide a range of support services to the management, staff and Elected Members including meetings administration for all Council, Metropolitan and Municipal District Committees and Joint Policing Committee. Corporate Services is also responsible for the records management structure and service, health and safety, Register of Electors and local elections administration. The Corporate Services governance role includes administrative support to the internal audit committee, General Data Protection Regulations and co-ordination of Associated Companies. Corporate Services provide full administration to the Office of the Mayor and Elected Members.

The Health and Safety Department monitors and co-ordinates the Council's Safety Management System in order to eliminate or reduce, as far as reasonably practicable, the risks to employees, contractors, visitors and members of the public. It is also committed to continual improvement of the safety management system in an effort to ensure legal compliance and a positive safety culture. The department are currently working toward achieving the ISO standard for management systems of occupational health and safety (ISO 45001).

Customer Services is the first point of contact for citizens and customers of Limerick City and County Council and is responsible for delivering excellent customer service and customer experience across Council services. It is also responsible for managing the Council’s customer data and technology platform – Sugar CRM. Customer Services provides customer and public representative support and information through the following main Council channels including; call centre, email, front counter incl. payments, social media support and management of the post function. The department also manages service requests from public representatives and customers through the My Limerick platform of the www.limerick.ie website. The Customer Services Department also undertakes a variety of other services on behalf of the Organisation in order to ensure customer efficiency by delivering these services at first point of contact to the customer.

The Business Improvement Department oversees all major business improvement projects across the organisation, whilst at the same time supporting departments to make their own business improvements to gain greater efficiencies and effectiveness.

Corporate Plan Supporting Strategies -

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Support Services Directorate are set out below:-

Supporting Strategy Description	Corporate Strategic Goal
Make Limerick the driver in the Mid-West through positive disruption and innovative citizen engagement.	Goal 1
Deliver the transition to Directly Elected Mayor, putting Limerick to the forefront of Local Government reform and innovation.	Goal 1
Develop greater sharing of expertise and knowledge to become more focused on citizen centred societal outcomes.	Goal 7
Be an agile and effective organisation that will be citizen-focused through policies, processes and systems.	Goal 8
Manage and maintain Roads and streets, Housing, Leisure and Amenities, Fire and Emergency Services (including Civil Defence, Major Emergency Management and Water Safety), Environmental and Veterinary Services and other statutory functions for the benefit of our citizens.	Goal 8
Implement career-based development programmes for our staff so that they will have the necessary skills, experience and capacity to meet the challenges for the implementation of this plan.	Goal 8

Develop and publish performance measurements set to specific targets for the public.	Goal 8
Protect, as far as reasonably practicable, the Safety, Health and Welfare of all employees or anyone that may be affected by our work activities.	Goal 8
Innovate and adopt new ways of working including the expansion of Customer Services to make access to Council services easier and more cost effective while also providing a high quality customer service and experience.	Goal 8

Principal Services and Financial Resources –

The table below sets out the Principal Services to be delivered and the budgetary provision adopted by the Members of Limerick City and County Council in Budget 2020 to fund these services:-

Principal/ Budget Service	Service Description	Total
A01	Maintenance/Improvement of LA Housing Units	€22,227
A06	Support to Housing Capital Programme	€762,665
A08	Housing Loans	€768,535
A11	Agency and Recoupable Services	€4,000
B04	Local Road – Maintenance and Improvement	€141,121
B05	Public Lighting	€290,000
C01	Water Supply	€118,193
C02	Waste Water Treatment	€39,564
D09	Economic Development and Promotion	€190,503
D10	Property Management	€381,506
E01	Landfill Operation and Aftercare	€308,600
F01	Leisure Facilities Operations	€300,000

F02	Operation of Library and Archival Service	€165,674
F04	Community Sport and Recreational Development	€10,000
F05	Operation of Arts Programme	€13,993
G05	Educational Support Services	€47,472
H01	Profit/Loss Machinery Account	€139,922
H02	Profit/Loss Stores Account	€28,286
H03	Administration of Rates	€5,640,043
H04	Franchise Costs	€131,190
H05	Operation of Morgue and Coroner Expenses	€337,079
H09	Local Representation/Civic Leadership	€1,580,812
H10	Motor Taxation	€635,024
H11	Agency and Recoupable Services	€687,278
J01	Corporate Building Costs	€2,358,052
J02	General Corporate Services	€4,205,694
J03	Information and Communications Technology	€2,165,080
J04	Print/Post Room Services	€210,592
J05	Human Resources Function	€2,661,282
J06	Finance Function	€1,418,707
J07	Pensions and Lump Sum Costs	€15,419,578
J08	Area Offices	€124,148
Total		€41,306,821

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2020:-

Principal	Objective	Performance Standard
Elected Members and Meetings Administration	<p>To continue to develop and support the democratic role of the Elected Members to allow them perform their duties as elected representatives.</p> <p>To maintain the office of the Mayor.</p>	<p>Meetings serviced, agenda business transacted, follow up actions carried out. Statutory requirements adhered to.</p> <p>Provide administrative support to Mayor of the City and County of Limerick and Cathaoirleach of Metropolitan District</p>
Corporate Governance	To adhere to statutory requirements and best practice in Corporate Governance.	<p>Meeting the objectives as set out in the Local Government Act 2001 (as amended) including preparation of the following:</p> <ul style="list-style-type: none"> • Corporate Plan • Chief Executive Reports • Annual Report • Audit Committee • Internal Audit • Risk Management • Associated Companies • Performance Indicators • Annual Progress Report • Ethics Register • Annual Service Delivery Plan
Election Management	To maintain the Register of Electors and management of the Local Elections in accordance with statutory requirements	<p>To publish Final Register, Draft Register and Supplementary Register.</p> <p>Operation and management of Local Elections as required</p>
Corporate and Civic Events	To organise all Civic and Mayoral receptions as requested	Organise and manage Civic Receptions, Mayoral Receptions and Annual Mayors Ball

Access to Information	To ensure compliance with legislative requirements in relation to FOI, Data Protection, Ombudsman complaints and Protected Disclosures.	Review appeals within statutory deadlines
Data Protection	Adhere to statutory requirement in relation to Data Protection Policy	General Data Protection Policy approval Implement Protocol for Section 40 of the Data Protection Act relation to elected members Co-ordinate response to DPC Audit on CCTV
Records Management Storage	Deliver a cultural change programme that will transform the way that Limerick City and County Council manages its information based on a local government information classification scheme (LOGICS) developed by LCCC.	Electronic Records Management System with automated retention and disposition integrated with email and rolled out in line with programme schedule 2018-2020.
Health and Safety	Protect, as far as reasonably practicable, the Safety, Health and Welfare of all employees or anyone that may be affected by our work activities	Operational departments to complete Pegasus legal register compliance questionnaire. Develop and implement an internal audit programme (ISO 45001) Operational department/area to deliver 1 toolbox talk per month Line manager to bring safety statement and relevant risk assessments to the attention of staff Operational departments to develop a documented inspection programme and implement All incidents reported to health and safety department within 3 days

		<p>Serious incidents to be reported immediately</p> <p>Safety alert to be produced within 1 week of a serious incident</p> <p>Investigation to be carried out in respect of all incidents</p> <p>Carry out a management review</p> <p>Serious incident exercise</p>
SugarCRM Support	To continue to manage front line channels of customer and public representative interaction by ensuring SugarCRM case monitoring	Determining SugarCRM key performance indicators and setting targets to achieve improvements.
Value for Money	Delivering value for money throughout the organisation	Identify KPIs to improve performance
Annual Budget	Production of Annual Budget	Production of Annual Budget by statutory date
Active Debt Management	Maximise Collections in the following areas - Rates, Housing Loans, Traffic, NPPR, Development Levies, Other Miscellaneous Income.	Ongoing - % Collected
Annual Financial Statement	Production of Annual Financial Statement	Completion of Annual Financial Statement by statutory date
Treasury Cash Management	Treasury Cash Management including management of cash Inflows & Outflows	Number of Days the Council is in overdraft
Limerick 2030	Limerick 2030: Cash flow management, loan draw-downs, processing of invoices from Limerick 2030, billings of Limerick 2030 for loans issued, and managing relationships with lending institutions.	Ongoing

Accounts Payable	Management of Accounts Payable Function	Ensure the Council's suppliers are paid promptly and accurately
3 Year Capital Programme	Production of 3 Year Capital Programme	Completion of 3 Year Capital Budget
Project Management	Embed a Project Management Framework into Limerick City and County Council	Time, scope and money tracked on all projects across the organisation
Business Improvements Projects	Work to progress the outcomes of key improvement projects identified in the Business Improvement Strategy 2017-2019. Work with internal departments to support improvements in their area	Ensure an evidence and data driven approach to service delivery improvements
Service Design	Involve the public in the design and delivery of services	Citizen inclusion, where applicable, on all improvement projects.
Service Catalogue	Catalogue in place that is connected to the internal CRM system to measure service level requirements.	All frontline services included in the Service Catalogue. Data used to inform budgets and resource allocation.
Citizen Engagement	Ensure the public have input into the planning, design, implementation and review of public services through the management of the online engagement portal My Point.	Number of consultations available online.
Communication	Ensure the communication flow throughout the organisation.	Communication template in place. Staff Liaison Network held bi-monthly. Senior Forum administered bi-monthly. Internal Operational Level Agreements in place
Recruitment	Recruit in a timely manner the most suitably qualified personnel to fill identified posts	Number of interviews held within the acceptable time frame and number of vacancies successfully filled

Staff Welfare	Provide a supportive environment to staff members to facilitate staff welfare and commitment.	Provision of Employment Assistance Programme and the implementation of a monitored, consistently applied programme of sick leave management.
Learning and Development	Facilitate staff to realise their potential through an identified training and development programme, thereby maximising their contribution to the Council.	Provision of a learning and development programme, based upon critical needs and tailored to meet the needs of the Organisation. This programme will facilitate staff in availing of both essential and developmental learning opportunities thereby enhancing staff capability.
Payroll and Pensions	Ensure payroll and pensions are paid promptly and accurately in accordance with relevant legislation and timeframes.	Payroll and pensions are paid in accordance with the relevant legislation and timeframes.
Industrial Relations	Facilitate the development of an industrial relations climate that provides a mechanism for management of change, managing performance and resolving issues under dispute in accordance with the relevant dispute resolution mechanisms.	A schedule of regular consistent meetings with Unions in a proactive attempt to identify and resolve issues of change, performance, and staff welfare. An agreed dispute resolution process where agreement is not possible.
Time and Attendance	Ensure all staff are complying with the objectives set out in the Attendance Management Scheme.	Comprehensive monitoring of the Attendance Management Scheme to ensure staff are recording time and leave in accordance with the policies and principles of the Council.
Service Desk Services	Provide Technical User and Equipment Support in a responsive and professional manner.	<ul style="list-style-type: none"> • Quick initial response as per Service Level Agreement with possible solution or request for further information. • Average Time to close ticket <15 hours (90% of tickets). • Knowledge Base Articles created to empower users to resolve own tickets.

		<ul style="list-style-type: none"> • KB articles created to help future resolutions • Accurate statistics in the monthly report by verifying the Type/Sub-Type of each WO • Conduct quarterly reviews of top recurring issues
Infrastructure Support Services	<ul style="list-style-type: none"> • Monitor and Maintain council IT Infrastructure (Software and Hardware) • Proactive approach to preventing council downtime. • Upgrade\Replace Infrastructure hardware\software • Document Infrastructure systems layout\configure\procedures • Keep users fully informed of issues/work • Document/Track and renew Service Level Agreements • Backup and Recovery 	<ul style="list-style-type: none"> • Limited inconvenience to staff. • Zero unscheduled downtime of Council ICT infrastructure. • Limited time between updates. • Documentation of all Infrastructure systems layout/configure/procedures in place. • Backup\Restore option for each server in place.
Printing Services	<p>Printer Replacement Programme</p> <ul style="list-style-type: none"> • Review technologies available and existing requirement. • Design new requirements. • Procure\Implement\Document. • Agree Service Level Agreement. 	<ul style="list-style-type: none"> • Reduced printing costs. • Reduced waste. • More efficient printing services. • Confidential printing available.
Cyber Security Services	<ul style="list-style-type: none"> • Keep ICT Staff up-to-date on new vulnerabilities and procedures for protecting the Council from these. • Expand use of Encryption. • Automate security updates on devices to ensure they are current. • Ensure firmware on all devices is up-to-date. (Servers, Networking, Storage etc.). 	<ul style="list-style-type: none"> • Staff training programme in place. • Encryption on all relevant devices. • Security and Firmware updates at most recent version available. • User awareness programme in place.

	<ul style="list-style-type: none"> • User awareness. 	
Server\Storage Services	<p>Replacement of Server and Storage infrastructure.</p> <ul style="list-style-type: none"> • Review requirements • Design solution. • Procure\Install\Configured. • Document. 	<ul style="list-style-type: none"> • New Infrastructure in place and fully operational. • Better performance for systems. • Legacy equipment retires and removed.
Server Operating System Services	<p>Upgrade Windows Server 2008 to Version 2019.</p> <ul style="list-style-type: none"> • Version in use reached end-of-life January 2020 and will be a security risk. 	All servers successful migrated.
DR\Business Continuity	<ul style="list-style-type: none"> • Document and test Disaster Recovery \Business Continuity process that is currently in place. • Review on a half-yearly basis, and amend process if necessary. 	<ul style="list-style-type: none"> • Documentation in place. • Successful testing completed. • Review process in place.

